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JRNAL OF EMPLOYEE RECREATION HEALTH AND EDUCATION FEBRUARY 1986



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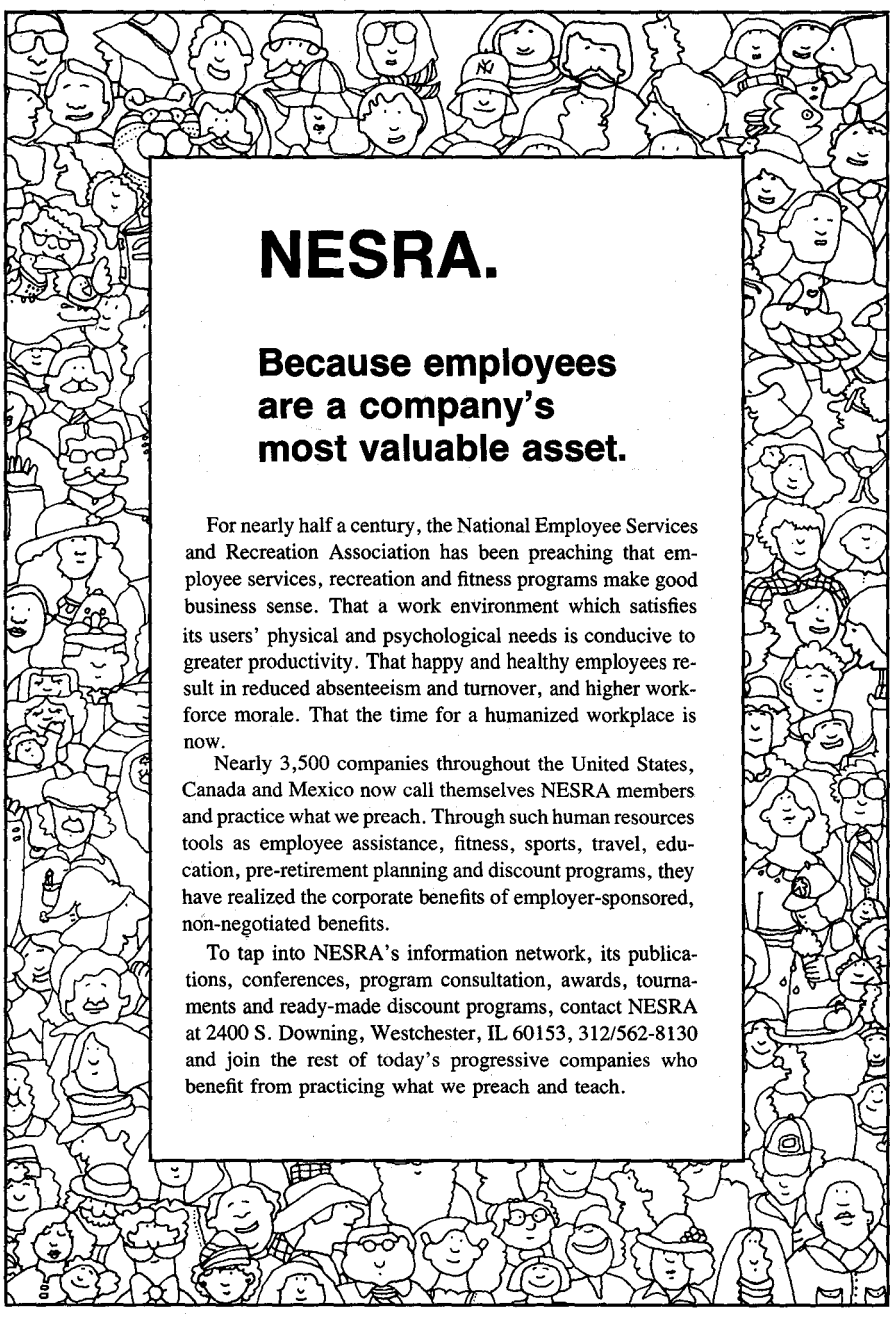
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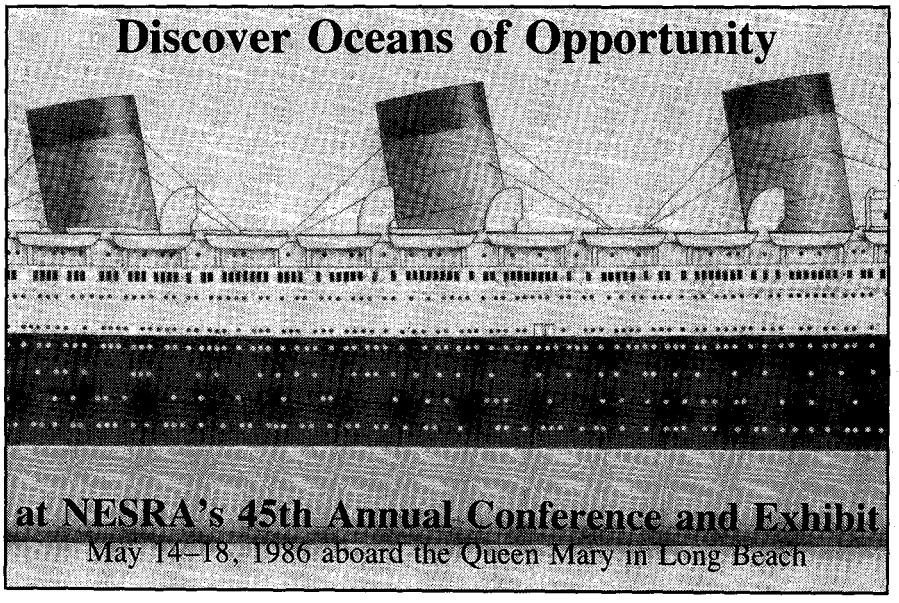
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Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

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EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 1

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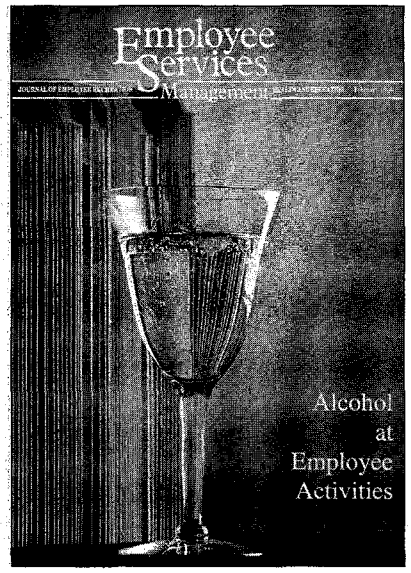
Toasting a happy event, sealing a business deal, drowning misfortune or offering hospitality—the roles alcohol has played in its history have been many. But today, we may be witnessing a change in the pattern of alcohol use.

The recent focus on alcohol has not gone unnoticed in the corporate sector. In particular, companies are studying the consequences of condoning alcohol at employee activities.

This month's cover story, "Serving Alcohol at Employee Activities: Should We or Shouldn't We?" explores this important issue.

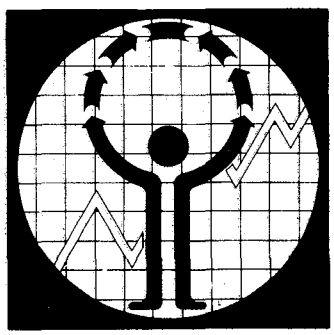
On professional development, *ESM* offers employee services and recreation managers "CESRA, The Mark of a Professional." Take a minute to learn the benefits of becoming certified.

For recreation program planning, the data used by sporting goods retailers can offer some useful insight. Turn to "Sporting Goods Data: A Useful Tool in Recognizing Participation Trends."

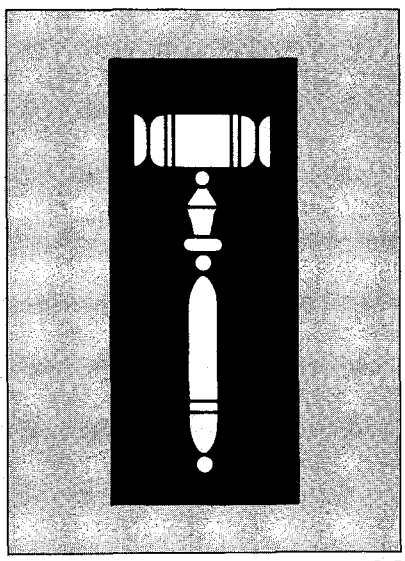


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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

Fitness Affects Hearing, Voice in Elderly

Physical fitness has been credited with everything from improving cardiovascular function to sharpening the mind, and now it has been found to slow deterioration of hearing and voice.

In addition, Purdue University researchers discovered that certain other sensory and motor functions, such as reaction time, were better in the fit than in the unfit among the 70 elderly men in their experiment. Most of the men were over 65 and some were in their 80s.

"We computed an aging fitness index and found that the men who scored high on fitness showed relatively less deterioration in hearing and in voice and faster reaction times than their less-fit counterparts," explained W. J. Chodzko-Zajko of Purdue's Center for Research on Aging.

He observed that in the past, many scientists believed that in general, the decline in performance accompanying aging was uniform and took place in people at similar rates.

"But our research," said Chodzko-Zajko, "indicates that persons who for whatever reason stay in good shape appear to have deteriorated less in sensory and motor capabilities than persons of the same age who have let themselves go."

He noted that the study did not involve a physical fitness program to see if deterioration of certain senses could be reversed with conditioning, but that such a program "would have considerable potential toward this end."

L.A. to Lead Nation in Jobs, Population

According to the Commerce Department, the Los Angeles metropolitan area job market will grow by one million jobs by the year 2000, reports *USA Today*. It will also lead the U.S. in both population and jobs.

If these projections are realized, L.A. will take the population lead from New York City, fueled mostly by immigration and a high birthrate.

In the same year, the Bureau of Economic Analysis predicts that San Francisco will have the highest per capita income in the U.S., $24,906. San Francisco would, at that time, surpass the Connecticut cities of Bridgeport, Stamford, Norwalk and Danbury as the leader in personal income.

Sportswear Designed for High Performance

Does "high-performance" sportswear really help the average athlete?

"To be perfectly honest, it doesn't make a world of difference what the average person wears," said Scott Tinley, the triathlon champion. "They don't need to shave off milliseconds."

Whether the special clothing helps or not, many sports enthusiasts are slipping into the high-tech apparel, reports *The Wall Street Journal*. Running tights,



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designed in highly breathable, synthetic material to warm up more quickly and then prevent overheating, are the 80's answer to the old cotton sweat pants. No longer are athletes performing in their baggy sweats; they are squeezing into the body-hugging tights, most effective when worn very tight.

If the new sportswear is just fashion, as many claim, it is a marketing scheme that is working. Hind Wells, Inc., the pioneers of running tights, recorded sales of more than 350,000 pairs last year, compared with 300 pairs sold in 1981.

Adventure Travel Gains Popularity

Once appealing only to a small number of back-packers and campers, the adventure-travel business has doubled, reports *The Wall Street Journal*. The reason, according to adventure-travel firms, is the increasing popularity of the "softer" expeditions.

Peru and Nepal are the destinations of choice, packaged so there is always a bed with clean sheets, and often a restaurant, hot food and showers. Whereas such trips used to be affordable only to the wealthy, today there are an increasing number of reasonably priced tours. These trips, such as a nine-day excursion to Peru that runs about $1,000 including airfare, are attracting lots of singles, particularly women.

How Travelers Select a Motel

A survey, reported in *The Wall Street Journal,* questioned frequent travelers about the reasons they chose a particular motel or hotel for the first time. According to the American Hotel and Motel Association, their reasons included:

- *Location/convenience*—61 percent.
- *Rates*—49 percent.
- *Appearance/cleanliness*—42 percent.
- *Recommendation*—20 percent.

Hotel Industry Turns to Marketing

In the past, demand for hotels exceeded the supply of rooms. In the last few years, however, this trend has reversed, forcing hotels to rethink their traditional "no need for marketing" attitude. The result is often confusion, as an industry tries to learn as it goes, from its mistakes.

As *The Wall Street Journal* reports, the Marriott Corporation is spending an estimated $16 million on a frequent-guest bonus program. Hyatt, on the other hand, is putting its marketing money into national print and broadcast ads.

A variety of marketing efforts have been considered by the industry with no agreement as to the best method of survival. Experiments include concentrated direct mail campaigns, television and print advertising, expansion into new markets and premiums such as free airline tickets.

In addition to its inexperience in the marketing arena, the hotel industry faces some other inherent problems. Hotels cannot be moved to suit the changing flow of customers. The industry also faces the problem of differentiation. Most hotels in the same price bracket are too similar for customers to easily distinguish.

Resorts Cater to Young Travelers

Realizing that working parents often travel with their children, several resorts have started catering to the baby market, reports *The Wall Street Journal*.

Baby Clubs are Club Med's latest offering at its Caribbean and Mexican resorts. Designed for guests from four months to 24 months old, the clubs offer cribs, diapers and special baby buffets. The Baby Clubs follow Club Med's initial entry into the children's market, Mini Clubs for children ages two to 11.

A growing number of ski resorts also ▶

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provide nuseries. Belly Button Babies was opened last year at Copper Mountain Resort, while the nursery at Vail received so much business a second is opening.

Toddling travelers are even welcome on some more ambitious tours. Wilderness Travel, Inc., hires extra porters to carry tired children on its trips through Nepal.

New Jobs Projected in Service Industries

The U.S. economy will add nearly 16 million jobs between 1984 and 1995, according to moderate trend projection statistics released by the U.S. Department of Labor. Roughly nine out of 10 new jobs are projected to be in service producing industries.

Highlights of these projections include:

- Manufacturing is projected to show a modest increase in employment, but, as in the recent past, will decline as a proportion of total employment. Several manufacturing industries are projected to experience significant employment declines, including dairy products, leather tanning and finishing, blast furnaces and basic steel products, and leather products including footwear.
- The three major occupational groups that account for the largest proportion of workers requiring post-secondary education—managers, professional workers, and technicians—are projected to increase faster than the average for total employment.
- Of the 20 occupations projected to be the fastest growing, nearly half are related to the growing computer and health fields.
- The labor force is projected to reach 129 million persons in 1995, up from 114 million in 1984.

Blue-Collar Workers Risk Heart Disease

A Harvard Medical School study questions the notion that sedentary office workers have greater risk of heart attack, according to an Associated Press report. Instead, blue-collar workers may be at higher risk, and researcher Dr. Julie Buring said diet may be a factor.

Men with blue-collar jobs are more

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than 40 percent more likely to die from heart disease. But the researchers, who studied South Florida victims, say they cannot explain the surprising findings. Buring emphasized the need to look at differences in medical history and life style before a conclusion could be drawn about the occupation itself.

In suggesting diet, Buring explained that "blue-collar workers may be more likely to have diets high in saturated fats or cholesterol."

Feeling the Winter Blahs?

Researchers have found that under-the-weather feelings may result from a lack of sunshine, reports the *American Journal of Psychiatry*. Low temperatures do not seem to dampen spirits as much as being out of the sun. According to the research, persons who suffered from winter depression improved when they were exposed to bright light for up to six hours each day.

Region VII Conference Deemed a Success

Region VII held its 34th Annual Conference and Exhibit on September 19–22, 1985, in Monterey, California. The program was constructed around the theme of "Industrial Recreation, Setting the Pace—Progress Through 40 Years of Recreation: 1955–1995" and attendees were invited to "Profile the Past, Experience the Present and Anticipate the Future."

Attendance set a regional conference record at 479 attendees. Both program offerings and speakers, including such interesting topics as "Community Resources for Your Program: Tapping the Private Sector" and "Integrating Work and Play: A Future Perspective," were rated "outstanding" on the attendee's survey questionnaire.

The Conference Committee, headed by Joan Justi as chairman, began in 1982 on the site selection and planning of the 1985 conference. But the committee's hard work was duly rewarded by the congratulations received, such as the letter from Jim Penberthy of Mountain Bell that read, "The curtain has come down, the lights are all out, the seats are empty, but the show lives on forever! You and your conference committee are to be congratulated on a performance that was exceptional!"



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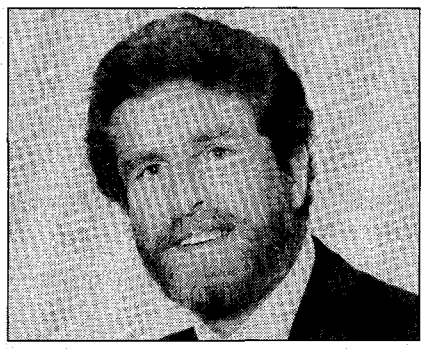
by Joan E. Price, editor

Employee services and recreation managers typically perform a diverse array of functions within their companies. The employee discount program, fitness facility, health promotion activities, travel program, hobby clubs, child care center—the list of possible responsibilities goes on and on. Success in the field demands versatility.

This year's keynote speakers at NESRA's 45th Annual Conference and Exhibit reflect the diversity required in the employee services and recreation field.

One of the country's most experienced professionals in establishing fitness and health promotion programs, Peter J. Brown, will offer a "Wellness Continuum" that is certain to be a popular session. Addressing the area of management techniques, Ritch Davidson will present an undoubtedly entertaining "Putting Fun to Work: The Power of Humor in Management." On problem-solving, the dynamic Jim Hoke will offer a "how-to" on hypnosis, titled "How to Be Positive in a Negative World."

Below, *ESM* introduces three of this year's keynote speakers.



Peter J. Brown
"Wellness Continuum"

Peter J. Brown is a leading professional in establishing adult fitness and health promotion programs. As president of Self Development Associates, he provides consulting services for business, hospital, government, community and educational institutions.

Over the past 20 years, Brown has given presentations at numerous national health and fitness symposiums and conferences, and led many related workshops.

In 1970, he initiated and developed one of the first large-scale corporate health and fitness programs in the United States for the General Foods Corporation.

Brown's work focuses on the development and implementation of health promotion, wellness and fitness programs to meet the specific needs of an organization and its employees.



Ritch Davidson
"Putting Fun to Work: The Power of Humor in Management"

Ritch Davidson is a pioneer in the design and presentation of management seminars that focus on the value and impact of humor in reducing stress and in creating an organizational setting that is both effective and fulfilling.

He is the senior vice president of Playfair, Inc., an international consulting firm that offers presentations and playfulness training for over 100,000 individuals each year.

Davidson travels extensively throughout the United States and Canada each year, working with corporations, universities and community organizations.

His presentations promote the idea that businesses need to create the kind of environment where laughter and playfulness are rewarded.



Jim Hoke
"How to Be Positive in a Negative World"

Jim Hoke has dedicated his career to bringing credibility to hypnosis as a unique tool for education and self-improvement.

In 17 years as a hypnotist, Hoke has hypnotized more than half a million people. A pioneer in making hypnosis acceptable in the corporate world, he has presented hundreds of motivation, communication and stress seminars for companies across the nation.

Hoke has used hypnosis to help lung associations, health departments and community education departments by offering hypnosis programs to stop smoking and lose weight.

Both humorous and knowledgeable, Hoke is a popular speaker and media guest. He is also the author of the best-seller, *I Would If I Could and I Can.*

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

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Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.

NESRA

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



Serving Alcohol at Employee Activities: Should We or Shouldn't We?

by Joan E. Price, editor

The consumption of alcohol has a long history in the United States and, most likely, will be with us far into the future. Dating back to the first Thanksgiving and before, Americans have enjoyed sharing a drink with friends.

Toasting a happy event, sealing a business deal, drowning misfortune or offering hospitality—the roles alcohol has played in its history have been many. But today, its impact on our country's culture seems to be quite different than in our ancestors' time.

Consumption, for instance, has dropped dramatically. In 1830, *Time* magazine reports, "absolute alcohol consumption was seven gallons per capita, nearly three times the present level."

The drinking habits of Americans have also changed. After Prohibition, consumption occurred less frequently in bars and more often in the home. Cocktails were the accepted norm of socializing. And the two or three martini lunch was the business standard.

Today, we are witnessing yet another tide in the changing pattern of alcohol use. A new temperate attitude has fallen over the country, affecting "the ways in which the nation works, plays and socializes," reports *Time*.

The relatively recent focus on alcohol use and abuse has not gone unnoticed in the corporate sector. In particular, companies are studying the consequences of condoning, even tacitly, the use of alcohol at employee activities.

ALCOHOL AT EMPLOYEE ACTIVITIES

Why is so much attention focused on serving alcohol at employee activities?

"In part, because of the tremendous concern about drunk driving. Servers of alcoholic beverages often are held liable for accidents and damage caused by intoxicated guests. Also, one-third of adults don't drink alcohol, and another third drink only occassionally," states the Minnesota Prevention Resource Center's packet on responsible hosting.

It aptly sums up the major issues behind the alcohol question. Liability, social responsibility and alcohol consumption trends are all elements that enter into the equation . . . and lead to the necessity of developing a corporate alcohol policy and practicing responsible hosting.

LIABILITY

"At a company picnic held at a local park, an 18-year-old leaves intoxicated and is injured in an automobile accident. The company is sued for damages on the grounds that alcohol was illegally served to a minor.

"Following a Christmas party on company property, an employee makes several stops at nearby bars on his way home, and is later involved in a drunk driving accident. The company is sued for serving alcohol to an already intoxicated person."

So begins an article prepared by the Minnesota Institute of Public Health. These examples illustrate the liability issues that can arise from serving alcohol at a company-sponsored event.

The article continues, "Can a social host be held liable for serving alcohol? ▶

Serving Alcohol . . .

Do companies and individuals have the same responsibility as a bar or restaurant that sells alcohol? What about buying someone a few drinks as part of a business meal? Holding a party in a hotel hospitality room? Or, allowing an employee to use the company car in the evening and on weekends?''

Clearly, all of these questions must be considered by the corporate sector in today's environment of increasing liabilities.

As Richard Neuner, Executive Director of the Minnesota Institute of Public Health, explained, ''The difficulty is not only understanding what the law says now, but reading between the lines to anticipate what might happen in the future.''

Neuner, a noted authority on strategies for alcohol and drug abuse prevention, recently spoke at a ''Controlling Liquor Liability'' conference. Company representatives who attended were also urged to ''look again at the drinks they buy for clients and the alcohol they serve in hospitality suites. Since alcohol is being used in a business context where something is expected to come of the interaction, attorneys say this could very well be construed as 'bartering' '' and thus increase a company's liability.

It is easy to see that the liability question in relation to alcohol extends into many facets of corporate activity. But there are strategies that businesses can adopt to help protect themselves. For event planners, responsible hosting is a key.

RESPONSIBLE HOSTING

In today's world, alcohol is a fact of life. The employee activity planner must realize this and then make an informed, well-considered decision (in the absence of a corporate policy which dictates such guidelines) on the role alcohol will play in a given event.

The Minnesota Prevention Resource Center (MPRC) has developed a strategy that shows good sense in its suggested method of dealing with alcohol. First, managers are encouraged to plan ahead.

''Several weeks before the event, decide on the basics: what you will serve, how the room will be arranged, and how you will promote the availability of nonalcoholic beverages.

> **Liability, social responsibility and alcohol consumption trends are all elements that enter into the equation . . .**

''One of the first decisions you'll want to make is whether to serve alcohol at all. Some groups prefer to serve only nonalcoholic drinks, while others feel responsible hosting means having a choice.''

The strategy goes on to explain that ''in a drinking society, many people don't like to feel obvious about selecting nonalcoholic beverages.''

Therefore, room arrangement is important. Avoid dividing the room with a bar for nonalcoholic beverages at one end and an alcohol-serving bar at the other end.

Another consideration that should be given thought well in advance is entertainment. Plan an interesting program, social activity or other entertainment so that drinking won't be the major focus of the event.

The MPRC guidelines continue, ''Use the services of bartenders or servers, if possible. Instruct them about responsible hosting. If alcohol is being served, make sure they do not mix doubles or add extra alcohol. Avoid situations where your liquor provider is paid by the empty bottle.

''Food slows down the absorption of alcohol in the body, and nonsalty foods don't encourage your guests to drink more. Serve things like vegetables and dip or cheese, rather than chips, pretzels or other salty snacks. High protein foods such as meats, deviled eggs and unsalted nuts work especially well.''

Planning for the event also means seeing it through. Someone should always be on hand to assume responsibility and curb potential problems.

The MPRC states, ''No matter how careful you are, some guests may need a safe way to get home—rather than driving drunk. Make sure alternative transportation or lodging is provided for your guests.

''For some people, the party's over sooner than for others. If you see someone becoming intoxicated, responsible hosting means taking that difficult step to suggest that a guest has reached his/her limit. Intervention becomes easier when you remember that in some situations, hosts can be held liable for serving intoxicated guests.''

CORPORATE ALCOHOL POLICY

Responsible hosting is a very effective tool to help handle alcohol use at employee activities. But it can become even more powerful when backed by a total corporate alcohol policy. Managers who implement responsible hosting procedures can be in a unique position to promote and guide the development of the larger corporate policy. To do so, a range of issues must be considered.

At the recent ''Seminar on Corporate Alcohol Policy'' sponsored by the Minnesota Association of Commerce and Industry and the University of Minnesota, Richard Neuner carefully

outlined these considerations. He began with the reason that motivates many companies to develop an alcohol policy.

Many times, Neuner explained, company policies are in direct response to a settlement against the company regarding alcohol liability. In other cases, policies are prompted by news about another firm's bad experience.

At the same time, however, Neuner has noted that, for those companies that resist policy development, three excuses are common.

The first is a belief that the company, by having a written alcohol policy, may actually increase its liability by acknowledging in some way that a potential problem exists. Neuner wholeheartedly disputed this line of reasoning.

"In fact, whether you're talking about an arbitrator in a labor situation or whether you're talking about someone in a civil matter, all the evidence and all of the experience that I have indicate that exactly the opposite is true. The existence of a policy, particularly one that is well thought out, that is clearly communicated to all employees and that is consistently applied in company practice, in and of itself oftentimes serves as a defense.

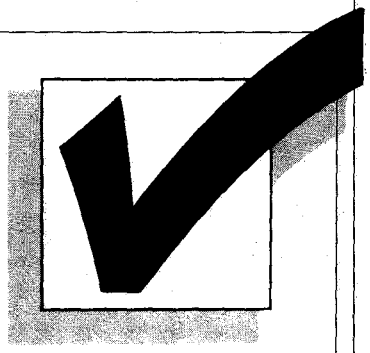
"Arbitrators will tell you point blank that the first thing they often times look at is what is the company's policy here; is there evidence that the company has made a good faith effort to anticipate these kinds of situations and to deal with them in a responsible way?" said Neuner.

The second trap companies often fall into is the "we have a policy" syndrome.

"It's been in the employee handbook since 1938 when the company was formed and, whether it's seven words or 15 words or whatever, it's been there and it's very simple. It says 'don't drink' or 'don't bring alcohol onto company premises.' "

Neuner explained that most companies do have some sort of similar ▶

RESPONSIBLE HOSTING CHECKLIST



1 ☐ Do your planning well ahead of time. Decide whether alcohol will be served and select nonalcoholic alternatives.

2 ☐ Focus your event on something fun and creative, taking the emphasis off drinking.

3 ☐ Check the facilities in advance. Make sure the room is comfortably arranged—not divided into "alcohol" and "no alcohol" sections.

4 ☐ Talk with the bartender(s) ahead of time to make sure nonalcoholic drinks are attractively prepared. If alcohol is being served, instruct them not to mix doubles or serve extra alcohol.

5 ☐ Make sure guests know there are nonalcoholic drinks available and permit each person to comfortably choose. Even with a meal, don't assume everyone will want a glass of wine or other alcohol.

6 ☐ If alcohol is being served, limit cocktail time to under an hour.

7 ☐ Provide tasty, high protein snacks for your guests, taking care to avoid salty, thirst-provoking appetizers.

8 ☐ For guests who have "had too much," show concern, not amusement. This conveys that you are a responsible host and encourages others to know their limits.

9 ☐ Arrange alternative transportation or, if necessary, lodging for intoxicated guests.

10 ☐ Always have someone in a position of responsibility on hand at the event to insure there are no problems. Remember: they're your guests and you can be held liable for their intoxicated behavior.

—Minnesota Prevention Resource Center

Serving Alcohol . . .

statement on alcohol in their company policy. Unfortunately, these do little to show employees standards or guidelines to follow. Companies need to make their policies come alive by outlining how the policy should be interpreted in specific cases and then spread the word about the new guidelines.

The third area that poses a problem is that people want a set formula for an easy answer to developing a policy.

"The most difficult part of drafting a company policy or company guidelines that work for you is actually thinking through how far you are willing to go to limit liability given the kind of mission, purpose and way you do business," Neuner emphasized.

Companies must take it beyond "thou shall not . . ." to incorporate standards that are meaningful within their particular environments.

POLICY CONSIDERATIONS

A company should develop an alcohol policy with the following major considerations in mind: 1) Fitness for duty, 2) Public trust and 3) Public safety. Issues under these motivating factors can then be addressed in specific guidelines.

"The key in setting guidelines is to try to think through the situations in your company that might in some way leave you vulnerable," said Neuner.

He outlined a list of 10 areas to think through, noting that all may not need to be addressed by every company policy.

1. Consuming alcohol on company-owned or leased property, both during working and non-working hours.
2. Bringing alcohol onto company property.
3. Using company owned or leased vehicles, including not only a company truck or van but also executives driving company cars (even evenings and weekends).
4. Using company funds or employee recreation funds from employee associations to purchase alcohol.
5. Sponsoring hospitality suites at a hotel in conjunction with a convention, etc.
6. Using alcohol at business meetings both when entertaining a client or being entertained as a client.
7. Allowing reimbursement for alcohol as either a meal or entertainment expense.
8. Spelling out the meaning of "on duty," a term often cited in policy statements.
9. Using a public facility for a company-sponsored event.
10. Consuming alcohol while "on call."

Neuner continued, "Now having looked at these various issues, how do you word a policy? That's the point, again, where your individual company has to come into play."

Some companies will say discouraged, others will say forbidden; some will say never, others will spell out certain circumstances and the appropriate behavior. No matter which approach to wording fits your company, Neuner suggested the following structure:

- **Philosophy statement**

  This will explain the rationale behind the policy; includes such things as "the company recognizing its obligation to providing a hazard-free environment" or "to show its concern for the growing abuse of alcohol;" this can also be a company's first line of defense.

- **Policy statement**

  This will describe the specific practices the company would like to see followed; responsible hosting guidelines would fit in this section.

- **Procedures**

  This will outline "what happens if . . ."; includes the sequence of steps to be taken if there is an infraction or an employee problem.

Finally, Neuner pointed out common policy failings so that developers can be on guard. First, policies can be too general to be of use. Second, they don't make a provision for someone to be in charge at any given event. Third, no employee assistance program is instituted for those who do have problems. And fourth, the corporate alcohol policy and guidelines aren't communicated.

Developing a corporate alcohol policy can help protect companies from liability. And although it can be a time-consuming task, the pay-off may warrant the effort. In addition, adoption of such guidelines may be right in step with the country's declining alcohol consumption.

CONSUMPTION TRENDS

All the talk about alcohol these days seems to focus on controlling consumption. Corporate interest in the subject is a reflection of a new national mood.

As *Time* summarizes, "New attitudes toward careers, fitness and the very image of what we are and wish to become are being altered. Americans are tackling the entrenched social problems of abusive drinking with a new rigor. The neo-temperance has already inspired tough drunk-driving laws to combat highway bloodshed. Basic to it all: people are drinking lighter and drinking less, and seem to be proud of it."

Time reports a fast-increasing market for mineral waters and such nonalcoholic refreshers as Texas Select "beer" and Carl Jung "champagne." And a recent Purdue University survey found a significant market for the latest nonalcoholic beverages—"mocktails."

According to the Purdue research, mocktails are already popular in some upscale restaurants in Chicago and New York. The Holiday Inn chain is even developing a nonalcoholic lounge program.

John Dienhart, a professor in Purdue's Department of Restaurant, Hotel and Institutional Management, again cites today's fashion for fitness and the campaign against drunk-driving as motivating factors. Many people, Dienhart contends, are "just as content to sip a sophisticated-looking and classy-sounding nonalcoholic beverage."

An example of the mocktails tested by Purdue is as follows:

Pina semi-colada

¼ cup coconut cream
½ cup crushed pineapple
¼ cup crushed ice
Blend until smooth. Serve in chilled, footed tumbler.
Garnish with pineapple/cherry on long pick.

As *Time* says, "W. C. Fields, who once complained that someone had put pineapple juice in his 'pineapple juice' (an oversize shaker of martinis), would be horrified."

From the levity of mocktails to the seriousness of drunk driving, it's clear that Americans are rethinking many old attitudes toward alcohol. Within this environment of change, the corporate sector cannot afford to remain static. Old policies will undergo review and new guidelines will take their place. Responsible hosting will become the accepted business and social norm.

Alcohol is, of course, here to stay. But the current mood in the nation may mean that, at least for today, responsible consumption is "in."

For more information, contact the Minnesota Prevention Resource Center (MPRC), an alcohol and drug abuse prevention project of the Minnesota Institute of Public Health. The MPRC has a variety of responsible hosting materials available including banners and posters; "bottle talkers," which slip over mixes and are printed with nonalcoholic recipes; and responsible hosting packets for event planners. To find out more, write the MPRC at 2829 Verndale Avenue, Anoka, Minnesota 55303 or call (612) 427-5310.

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Eavesdropping

A conversation overheard recently at a NESRA Chapter meeting, somewhere in the United States . . .

1ST MEMBER: "Well, the last door prize was just drawn and I go home empty-handed again. I never win anything."

2ND MEMBER: "Yeah, I know what you mean. I guess I just don't have any luck either. Of course, the last time I did win something at a NESRA function I didn't have to count on luck."

1ST MEMBER: "What do you mean?"

2ND MEMBER: "Oh, my company was an award recipient at the conference last May."

1ST MEMBER: "Oh yeah, the NESRA Awards Program. I sent for the brochure explaining the entry requirements. I just don't have time to put together the information required."

2ND MEMBER: "Don't have time? I guess I look at the awards program a little bit different than you. I look at it as a responsibility of my job."

1ST MEMBER: "Wait a second, would you wish to explain yourself?"

2ND MEMBER: "Actually it's quite simple to explain. The exercise I go through in putting the material together helps me stay aware of the accomplishments I am doing in my job. In addition, knowing that certain projects I am working on will be entered in the awards program helps me do a better job. By becoming involved in the awards program I am able to see the standards our peers are setting in program administration."

1ST MEMBER: "I see, go on."

> **". . . knowing that certain projects I am working on will be entered in the awards program helps me do a better job."**

2ND MEMBER: "Well, there are other advantages, too. For instance, recognition. You know the first year our company won an award there was an article in the company newspaper. Not only did that make the employees feel proud but it lent some credence to our program in management's eyes."

1ST MEMBER: "I suppose that doesn't hurt."

2ND MEMBER: "You're darn right it doesn't. In fact, now I've learned to take it a step further. I make it well known to management that our company has received these awards. It's a good way to help justify our programs. Gaining national recognition definitely adds to our credibility."

1ST MEMBER: "Okay, I'll agree; however, your program is well established, you're from a large company and those are the people winning all the NESRA awards."

2ND MEMBER: "Au contraire, my friend. I don't think you've looked closely enough at the awards program brochure. The promotional contests have categories for companies with full-time

paid staff and for companies with less-than-full-time staff or volunteers. The Eastwood Award is divided by company size. By the way, did you know in the last three years the under 1,000 category has had the fewest entries?"

1ST MEMBER: "That makes sense; they're small and don't have the staff, the time or the established program."

2ND MEMBER: "I must admit, I used to think that way, back when our program was small and not well-established. But one must start somewhere. Now, I'm not trying to say that you should enter the NESRA Awards Program and watch your program take off. However, you must take advantage of every avenue available to you and the awards program is just one of many."

1ST MEMBER: "Okay, okay. You've said that you look at the awards program as a part of your job, as a way to gain justification and recognition for your program and the categories are fair to all company and staff sizes, but isn't there a fee to enter?"

2ND MEMBER: "It's minimal—just like what we do in our programs. Charging a fee for activities helps defray costs and ensure quality participation. In fact, now that I think about it, it's been my experience with other associations that a fee is charged for their awards programs."

3RD MEMBER: "Excuse me, but I couldn't help but overhear your conversation and I must agree with the positive points being made about the NESRA Awards Program. You wouldn't believe what happened to me after our company won an award. My boss brought up the award in my annual review. So, not only did it help my company's programs but it helped me personally."

1ST MEMBER: "You're joking."

2ND MEMBER: "No, I believe her. It's happened to me also. In fact, talk about warm fuzzies, it's kind of nice to walk up and receive an award at the conference in front of hundreds and hundreds of your peers."

1ST MEMBER: "Well, you've made some good points. Maybe I'll enter next year."

2ND MEMBER: "Next year! You've still got time this year. I'm sure if you called headquarters they would tell you not too many people get their entries in early. The deadline is not until March 14."

1ST MEMBER: "Yeah, but like I said in the beginning, I never win anything."

2ND MEMBER: "I guess you'll never know unless you try. By the way, did you hear about the NESRA fishing contest . . ."

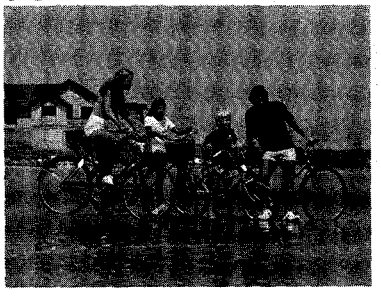
> **". . . it's kind of nice to walk up and receive an award at the Conference in front of hundreds and hundreds of your peers."**

Awards brochures are available by calling NESRA headquarters at (312) 562-8130.

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Sporting Goods Data:

A Useful Tool in Recognizing Participation Trends

by Joan E. Price, editor

To employee services and recreation managers, the data used by sporting goods retailers to forecast market trends can be very helpful. Because these retailers need to know which sports are gaining or losing popularity, the statistics they use also lend themselves to planning the corporate recreation program by indicating the probable direction of employee interests.

The National Sporting Goods Association (NSGA) is one source of such research, routinely conducting surveys on the sporting goods market and sports participation. Based on their most recent study, Thomas B. Doyle, NSGA Director of Information and Research, significantly observed that "future growth in the sporting goods market will come from increased sports participation by women."

Information such as this is indeed relevant to the employee recreation manager. Additionally, more specific information contained in the NSGA "Sports Participation in 1984" survey registered increased participation among women in such traditionally male-dominated activities as exercising with equipment, jogging, softball, golf, basketball and baseball.

"It is noteworthy that some of the strongest increases in new female participation come in competitive sports, including baseball and softball," wrote Doyle in the *NSGA Sports Retailer*.

In softball, for example, women represented 39 percent of all participants. In addition, of "frequent" participants (31 or more days each year), women accounted for 41 percent.

Men continued, however, to make up the greater percentage of total participants in most categories surveyed. In the areas of fresh water fishing, hunting, billiards, basketball, golf, baseball, football, salt water fishing, racquetball and archery, over two-thirds of the total participants were men.

For both men and women overall, swimming had the greatest number of participants (those who participated more than once) with 74.4 million. Bicycle riding was in second place with 51 million participants and camping took third with 43 million. The rest of the top ten surveyed ranked as follows: fresh water fishing (41.7 million), bowling (36.1 million), exercising with equipment (34.7 million), running/jogging (29.5 million), aerobic exercising (24.4 million), softball (22.3 million), and hunting (22.1 million).

Data shows that the greatest numbers of new participants were recorded in the areas of exercising with equipment (7.8 million), camping (6.2 million), aerobic exercise (5.5 million) and bowling (5.2 million).

When looking at many of the "new participant" categories, Doyle points out that the significant percentages of women in these categories will be the focus of future growth in the sporting goods market. Accordingly, sporting goods stores have begun adjusting their product mix.

"Twenty years ago a typical sporting goods store had a product mix that was 70 percent equipment, 30 percent clothing and footwear," explained Doyle. "Today it is not uncommon for that ratio to be reversed."

Consumers spent $3.4 billion on sports and athletic clothing in 1984. A look at women's expenditures in the category of sports-related apparel offers an illuminating view of the sports to which women may be more committed. Swimming-related apparel was by far the leader in women's purchases, ringing up $1.2 billion. Apparel for the next nine activities, ranked from greater to lesser dollar amounts of purchases, include aerobic exercising, camping, exercising with equipment, running/jogging, bicycle riding, skiing (alpine), bowling, golf and tennis.

In a related market, total sales of athletic footwear reached $2.4 billion. Based on NSGA research, Doyle suggested that this market is stabilizing, with many major shoe categories reporting only modest gains. Strong areas of growth, however, were noted in the categories of aerobic shoes (up 73 percent in unit sales), basketball shoes and baseball shoes.

Interestingly, sales of exercise equipment in 1984 did not meet up to industry expectations. Declining sales of inversion equipment, jogging trampolines, barbells and weight benches were cited by James L. Faltinek, NSGA president, as a factor.

On the growth side, consumers spent $342.8 million on an estimated 2.9 million stationary exercise bicycles. Sales of multi-purpose home gyms reached $216.8 million. And rowing machine sales more than doubled, to $146.6 million. (It should be noted that the NSGA survey does not include institutional sales.)

Are all these facts and figures really relevant to employee services and recreation managers? Of course, individual company environments and facilities will greatly affect employee participation in a given corporate recreation program. But data on national participation and sales of sports equipment and apparel can allow employee recreation managers to look into the future, at trends that may well have an impact on participation at the corporate level.

The National Sporting Goods Association has a membership of more than 2,200 suppliers and 18,000 sporting goods outlets. For information on obtaining the survey mentioned and the costs involved, contact the NSGA, 1699 Wall Street, Mt. Prospect, Illinois 60056, (312) 439-4000.

1984 SPORTS PARTICIPATION

Participated more than once (in millions)
Seven (7) years of age and older

	Total	New	Total Participants Male	Total Participants Female	New Participants Male	New Participants Female
Swimming	74.4	4.5	47.1%	52.9%	48.3%	51.7%
Bicycle riding	51.0	4.8	46.6	53.4	42.4	57.6
Camping (vacation/overnight)	43.0	6.2	52.6	47.4	53.1	46.9
Fishing (fresh water)	41.7	4.3	67.4	32.6	62.6	37.4
Bowling (Ten pin)	36.1	5.2	50.3	49.7	51.0	49.0
Exercising with equipment	34.7	7.8	51.3	48.7	45.9	54.1
Running/jogging	29.5	3.7	52.7	47.3	41.9	58.1
Aerobic Exercising	24.4	5.5	11.5	88.5	13.3	86.7
Softball	22.3	3.1	60.7	39.3	53.8	46.2
Hunting/shooting with firearms	22.1	2.9	88.6	11.4	83.0	17.0
Hiking	21.6	2.4	49.6	50.4	53.3	46.7
Billiards/pool	21.5	2.9	67.7	32.3	60.9	39.1
Basketball	21.2	2.7	72.7	27.3	62.0	38.0
Volleyball	19.7	2.4	48.0	52.0	41.2	58.8
Roller skating	19.6	3.1	38.1	61.9	41.9	58.1
Tennis	19.5	2.8	53.6	46.4	47.3	52.7
Golf	19.0	2.5	73.1	26.9	64.0	36.0
Baseball	15.1	2.0	81.8	18.2	68.5	31.5
Football	13.9	2.1	85.8	14.2	78.5	21.5
Fishing (salt water)	12.7	1.9	72.7	27.3	73.3	26.7
Water skiing	12.2	1.8	57.8	42.2	56.1	43.9
Racquetball	9.9	1.8	66.7	33.3	56.2	43.8
Soccer	9.0	1.6	66.3	33.7	66.9	33.1
Skiing (alpine)	8.4	1.3	56.0	44.0	56.0	44.0
Backpacking/wilderness camping	8.3	1.7	61.6	38.4	57.7	42.3
Archery	4.8	1.2	77.0	23.0	53.5	46.5
Skiing (cross country)	4.5	0.6	51.2	48.8	51.3	48.7

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Know us by the companies we keep

NESRA

The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000 members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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CESRA

The Mark of a Professional

By Randy Schools, CESRA

Just as accountants have their CPA, and dentists their DDS, employee service and recreation administrators have their CESRA—Certified Employee Services and Recreation Administrator. This recognition takes place after submitting an application and its acceptance by the CESRA committee. Qualification also entails passing a thorough examination based on theories and practices basic to effective employee services management. It is the mark of a professional who has acquired a high degree of knowledge in the field. After your test is received it is reviewed and graded by elected professionals from the NESRA Board of Directors.

Below is the list of qualifications that are necessary to acquire the status of a Certified Employee Services and Recreation Administrator.

A. Have full-time status as a paid employee services/recreation administrator, and

B. Five years experience as a recreation administrator or supervisor with a minimum of one year in employee services/recreation, or

C. A baccalaureate degree in employee services/recreation and a minimum of one year experience in employee services/recreation administration, or

D. A baccalaureate degree in a related field with two years experience in employee services/recreation administration, or

E. A baccalaureate degree and three years experience in employee services/recreation administration, and

F. Successfully complete the Certified Employee Services and Recreation Administrators Examination.

> **"Certification is the mechanism to help assure high quality in our profession."**

Employee service management is an emerging profession. When I use the term profession, I do not mean just any group of people who earn their livelihood doing the same thing—football players, electricians, entertainers, etc. Rather, I use the word professional in the more traditional sense to designate a group of people who have mastered a body of knowledge through systematic study and have been examined by their peers to demonstrate their mastery of this knowledge.

This is precisely what the letters CESRA stand for. The members of NESRA with CESRA beside their names are employee service and recreation executives who have completed examinations concerning such topics as, general management techniques, promotion, tournaments, communications, programming and written skills. These people have become the leaders of your profession.

CESRA is formal recognition of professional and technical competence. For certification, individuals are evaluated against predetermined criteria which relate to knowledge and experience. Certification helps NESRA enhance its image as an association that promotes professionalism. It helps increase membership loyalty, increase our members' interest in continuing education, and helps serve as a vehicle to reward persons who attain a high level of professionalism.

As the field of employee service grows, we will find that competence is what counts. Certification is the mechanism to help assure high quality in our profession. If you qualify, begin your certification now; we want it to be a rewarding and continuing education process for your career.

Randy Schools, CESRA, is NESRA's Vice President, Government and Public Affairs, and General Manager, National Institutes of Health, Recreation and Welfare Association.

9 TO 5 PHYSICAL FITNESS

by Sharon A. Falkenburg

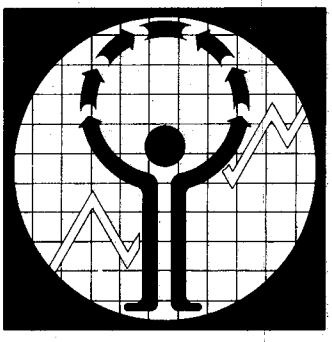
Sedentary work in the office places many muscles in a fixed position for extended periods of time, resulting in physical fatigue. Add the mental stress placed on the body and an employee can develop aches, pains, muscle spasms and restricted range of motion from ordinary office tasks. Ergonomic office modifications, stretching exercises and relaxation exercises during working hours can prevent the cycle from getting started and restore individual physical fitness of office employees.

Ergonomics, defined as tailoring the job to the physical capacity of the employee, has received extensive publicity in the past several years. Through an ergonomic study of the office, improper employee work habits and harmful working conditions that may result in occupational injuries can be reduced. The ergonomics approach of the office includes:

1. Analysis of the office environment for factors such as lighting, ventilation, noise level, and caffeine intake.
2. Analysis of the employee's lifestyle including exercise and caffeine intake.
3. Analysis of the employee positions and motions due to the work station set-up and work load.

Through the analysis, specific job modifications can be developed to properly posture the employee.

Even though the office set-up can be redesigned with ergonomic changes, poor employee work habits will continue to place stress on the body. Employee habits contribute to unnecessary or improper stretch on the muscles and joints. Routine stretching exercises promote proper muscle and joint movement. Stretching exercises involve moving the limbs and back through the range at which a joint can extend and



bend. Stretching exercises prevent stiffening of the joints and stress on the muscles while limbering the body.

These exercises can be performed without any exercise apparatus or change of work clothes. Furthermore, it takes only five to seven minutes out of each working day to complete the exercise routine. Stretching exercises could prevent some work disabilities, such as muscle strains, backaches, or headaches.

FITNESS FOR THE BACK

When you start to feel back tightness in the shoulder blades and your lower back begins to feel stiff while working at your desk, take time to stretch your body through the complete range of motion.

STRETCHING OF THE BACK

(recommended exercise frequency is three times per exercise)

- Stand up and gently bend the upper back forward allowing the arms to swing forward freely. Return to a straight position.
- Keeping the back erect, pull the buttocks muscles forward and tilt the hip area forward (i.e., a pelvic tilt) to stretch the lower back. Hold for two to three seconds. Relax.
- Extend the arms in front of you and rotate the arms in a circular motion to relax the upper back.
- Rotate the neck in a circular motion to assist in relaxing the upper back. Close the eyes and concentrate on relaxation.

These exercises will help reduce tightness or pain in the back.

THE OFFICE EQUIPMENT

Proper positioning at a desk or visual display terminal (VDT) will maintain the body alignment and will result in more comfortable reaching and bending motions. A standard desk may be too high to view the VDT screen at the operator's eye level. Adapt the work station to fit individual body sizes. Use an adjustable table and chair. Place the screen in front of the operator at approximately 18–20 inches. Allow the elbows to bend at a 90 degree angle when placing the fingers onto the keyboard. With the keyboard inclined upward, wrist and finger bending downward is avoided.

Consider using a paper holder which allows for proper eye positioning and eliminates forward neck bending. Support the feet with a tilted footrest to reduce stress experienced in the feet and in the calf area. Finally, provide an adjustable backrest to place the lower back in a forward position for better posture. This will also improve employee posture by maintaining the necessary right angles at the hip, knee, and foot.

Due to the nature of office work, muscles tend to contract tightly in the neck and facial areas. With close, intensive visual work, such as operating a visual display terminal (VDT), fixed eye positions and eye strain can be experienced. Recommended light levels for VDT screens are lower than those needed for paperwork. Overhead lighting and outside lighting reflect on the

VDT screen. Images and clarity on the screen will be diminished with improper lighting. Consider using indirect lighting, window blinds or adjusting the VDT screens. Screen filters can be used to correct lighting problems.

FITNESS FOR THE HANDS

(recommended exercise frequency is three times per exercise)

If you experience finger cramps:

- Place the pen down and stretch the hands/wrists by making a gentle fist with the fingers together. Make gentle outward circles to stretch the wrist. Relax.
- Spread your fingers as wide as your hand will allow to stretch the fingers. Hold for two to three seconds. Relax.

Before returning to work, examine the office accessories you normally use such as pens, staplers, scissors, etc. If you notice finger cramping while writing, build up the pen or pencil diameter so that a one-half inch spread between the thumb and fingers exists. A pencil grip can be purchased to increase the diameter. Also, consider curve handled pens, in which the tips of the pen have a downward curve to reduce bending of the wrist.

Look at the office accessories which create direct pressure to the fingers when utilized. These include staplers, staple removers, hole punchers, and scissors. Recommendations to redesign the accessories include padding the surface where contact with the fingers is made and purchasing spring-banded scissors that reduce the cutting pressure.

FITNESS FOR THE LEGS

(recommended exercise frequency is three times per exercise)

When sitting for prolonged periods or standing in the same position, the leg muscles tend to cramp, especially in the lower leg area. Stretching of the legs assists in relaxing the tight muscles.

- Begin the stretching exercise by standing on one foot. Extend the other leg, and point the toe. Then bend the foot upward to stretch the calf muscles. Relax.
- Change standing feet and perform stretching of the other leg.

Besides physical fitness for the legs, proper shoes can assist in the reduction of leg stress. A proper shoe material allows the foot to breathe. A proper design permits the toes to spread out and has a low, wide base heel. Sponge-like shoe inserts absorb shock generated by every step, reducing stress to the legs and back.

THE OFFICE SURROUNDINGS

Stress can be caused by many physical factors within the office surroundings, such as intensive noise, poor ventilation, or level of caffeine found in the coffee. Ergonomic reduction to the noise levels will assist in stress control. Proper ventilation will minimize physical symptoms of nausea from a warm office and loss of flexibility from a cold office environment.

Request information on the caffeine levels found in the coffee in the vending machines and determine if herbal teas or decaffeinated coffee is an option. Finally, promote relaxation exercises to reduce the physical stress through gentle eye massage over the eyes and forehead and deep breathing exercises.

RELAXATION EXERCISE ROUTINE

There are two exercises that assist in the reduction of body stress. The first involves tilting the head forward, closing the eyes, and holding the head with cupped hands. To further relax the facial muscles, a massage should be considered. To perform a massage, place your index and middle fingers at the bridge of the nose. With gentle outward circular strokes, rub the area and then proceed working outward over the forehead area to the hairline. This procedure will loosen tight facial muscles and will decrease any pressure built up on the blood vessels.

Deep breathing exercise is another technique to reduce body stress. Deep breathing provides oxygen in the blood flow and sets off the relaxation response throughout the body.

- Begin the exercise by sitting erect. Take a full breath by inhaling slowly through the nose. Hold for three to four seconds. Exhale slowly through the mouth. Repeat this process three times.

Relaxation exercises require that the individual concentrate on relaxing. The thought process is an important part of the exercise. Closing the eyes to block out any visual stimuli will assist in the expected outcome.

CONCLUSION

The sedentary work in an office setting disguises the physical and mental stress placed on the body. Muscles fixed in a position for a prolonged state can promote poor physical fitness. Mental stress can worsen the physical state and create a physical disability. Exercises performed at points during the day when we recognize an abnormal physical sensation, such as a stiff joint or a cramped muscle, will promote proper physical fitness. Ergonomic designs of the office surroundings, proper employee positioning, and employee tailored work stations will enhance the individual posture to improve physical fitness.

Even if the office environment is conducive to physical fitness through ergonomic changes, it is still up to the employee to maximize his/her well-being with exercises. The rewards are self-gratifying and the effects will benefit the employee and employer.

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Sharon A. Falkenburg, M.S., O.T.R., is a registered Occupational Therapist employed as a Health and Ergonomics Consultant of NATLSCO (National Loss Control Service Corporation) in Long Grove, Illinois.

Legal Issues in Confronting Drug Problems in the Workplace

by Christopher B. Nelson and John J. Murphy, Jr.

From the front page to the sports page, the problem of drug abuse in the workplace has become a hot media topic. As the spotlight of public attention is focused on this serious social problem, more and more employers can be expected to join the ranks of firms which maintain formal drug abuse (and/or alcohol abuse) policies and programs.

The scope of the problem is staggering. One recent study concluded that 20 million Americans have used marijuana or hashish within the past 30 days. Estimates of regular cocaine users vary from two million to 10 million persons. Industry's response is growing in strength. Today, for example, about one-third of the Fortune 500 companies require job applicants to undergo pre-employment drug use screening. Many firms combine this with periodic testing of employees and, in some cases, an employee assistance program. Adoption of a corporate policy on drug use implicates a number of legal issues, some of which will be sketched here.

Although it is easier, in a sense, to justify a no-drugs policy for particular occupations involving obvious safety hazards (truck drivers, crane or other machine operators, and the like), the average employer is probably better advised to adopt an across-the-board policy of treating all employees alike in order to create a drug-free workplace. Applying the policy uniformly will eliminate the possibility of claims of unlawful disparate treatment based upon race, sex, age, or other protected status. (One problem can be that top management may wholeheartedly endorse a policy when it is applied to applicants for forklift jobs, for example, but have second thoughts when advised to withdraw a job offer to an Ivy League MBA prospect who has just failed a pre-employment urinalysis.)

> **". . . more and more employers can be expected to join the ranks of firms which maintain formal drug abuse policies and programs."**

Pre-employment drug screening can be an effective tool if a reliable laboratory is used and care is taken both to prevent employee tampering and to preserve specimens for possible retesting. If a pre-employment physical is already being given, drug urinalysis can be included among the normal testing procedures. The applicant can be advised that hiring is subject to passing a job-related physical examination, which may include drug or alcohol testing. It is advisable to obtain a written consent to the test; provision can be made for this on the employment application.

Employers covered by various state handicap discrimination laws or by the federal Rehabilitation Act (applying to employers with federal contracts or subcontracts over $2,500) must consider the impact of those statutes. Although occasional "recreational" use of drugs is not generally viewed as a handicap, a number of state and federal courts and state agencies have treated addiction to drugs (or alcohol) as a handicap.

However, where the handicap can be shown to affect successful, safe performance of the job duties, the employer remains generally free to reject applicants who fail the drug screen. The Rehabilitation Act, for example, provides that alcoholics or drug abusers whose current use prevents them from performing safely are not protected by the Act as "qualified handicapped" persons.

Pre-employment screening will not eliminate the drug problem. To the extent a firm's workforce mirrors the society from which it is drawn, the typical current workforce already contains some drug abusers, and some employees may turn to drugs after they join the workforce. To confront this aspect of the problem, employers frequently adopt periodic or random testing of current employees and, in some cases, periodic searches of work or locker areas.

Governmental employers aside, private employers are not prevented by the Constitution from conducting searches of employees or employee effects. Employers can, however, get into legal difficulties involving lawsuits for invasion of privacy, defamation, false imprisonment, wrongful discharge and similar state law claims. Although the laws differ from state to state, certain central principles remain constant.

Police state tactics involving coercive interrogations, physical restraint of employees or other unreasonable actions invite large jury awards. Reasonable, well-thought-out programs uniformly enforced, on the other hand, are generally acceptable. An employee's protected privacy interests cannot be

invaded if he or she has a reasonable expectation of being searched or tested. Employees should be notified in advance of the possibility of searches or testing in the future.

A misstep made by some employers is to fail to honor the employee's privacy interest in the confidentiality of his drug test results. Again, it is best that a written consent to periodic testing be obtained from each employee. The test results should be revealed to supervisors only on a need-to-know basis. Commenting on an employee's drug test to his coworkers is a sure ticket to a defamation or invasion of privacy suit, where there is no legitimate business purpose for disclosing such unfavorable information.

For a screening program to be effective, the employer must have decided at the outset how it will deal with an employee who refuses to take the test or one who tests positive for drug use. If the employee who refuses is to be disciplined, he or she should be made to clearly understand the specific consequences before being required to decide. Employer response to detection of drug use can range from discharge or discipline to placement in an employee assistance program. If the employees are represented by a union, the adoption of such a drug use program should be bargained over or at least discussed with the union.

In general, so long as the employees are made aware of what is expected of them and of how those with a drug problem will be treated, the private employer is pretty much free to design the program it feels will best accomplish its goals.

Christopher B. Nelson and John J. Murphy, Jr., are lawyers with the firm of Kovar Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.

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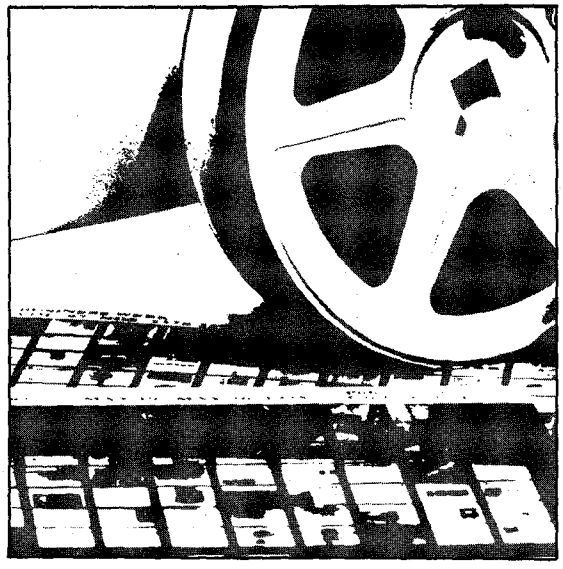
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For more information on the Penco Guardian locker, contact Penco Products, Inc., Oaks, PA 19456, (215) 666-0500.

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Each quarter, the eight-page issue of *Your Healthy Retirement* offers coverage of a variety of health topics, a special two-page cost containment section and two customized pages for news about your company and retirement benefits. The publication also has a specially designed and reader-tested typeface and type size, making for an easy-to-read magazine.

For more information, contact Your Healthy Retirement, *3500 Western Avenue, Highland Park, IL 60035 or call toll-free (800) 323-5471 or direct (312) 432-2700.*

Network Links Businesses with Health Promotion Services

The National Health Network is a unique organization that links providers of quality health promotion services with companies in need of their services. The Network is in response to business' increasing demand for reputable disease prevention and health promotion services.

More than ever, employers are offering health promotion programs to reduce health care costs, improve employee health, increase productivity, and improve morale. Many employers, however, find it difficult to locate the services they need and to identify which of the many services available are of the highest quality. The Network provides the missing link between business and quality health promotion providers.

Here's how it works: employers and insurance companies seeking health promotion services contact The Network to locate reputable providers in their area. The Network searches its continuously updated data to identify members who provide the specified services in the required location.

Members include individuals and organizations, both public and private, offering health promotion services in such areas as: alcohol, drug abuse and employee assistance programs; back care, cancer prevention, fitness and exercise, healthy heart, illness detection, nutrition education, weight control, smoking cessation, stress management, consumer education, and injury prevention.

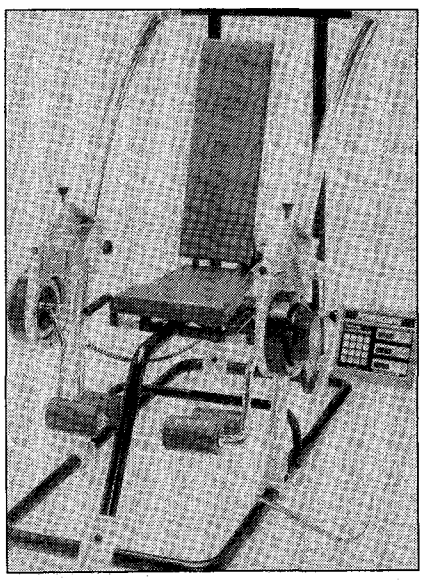
For more information, call toll-free (800) 322-1234.

Toro Introduces Powercurve Exercise Machine

The Toro Company announced its entrace into the fitness equipment market with an innovative electronically-controlled multi-function exercise machine.

Called Powercurve, the Toro product is the first machine to use an electromagnetic resistance system for more precise and easier control of exercise, more complete and safer conditioning, and greater space efficiency.

The Powercurve functions in nine separate modes to properly exercise 13 major muscle groups of the upper and lower body. Further, the Powercurve requires only 25 square feet of floor-space, compared with up to 250 square feet for other equipment.



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itor repetitions and estimate energy burn. The Powercurve's electronically-controlled electromagnetic resistance system eliminates the need for cumbersome weights, pulleys, cables and hydraulic units. The most innovative features of the electronics are the ability to deliver resistance in single foot-pound increments and to deliver separate resistances for the two motions of a single exercise repetition.

For more information, contact the Toro Company, 8111 Lyndale Avenue South, Minneapolis, MN 55420, (612) 888-8801.

Guide Helps Parents Select a Camp for Children

The American Camping Association (ACA) asks, "Which camp is right for your children?" To help parents answer that question, the ACA has published the 1986 Parents' Guide to Accredited Camps.

For over 2,000 camps listed, the guide holds complete information including date of first year of operation, address and phone number, name of director and owner or operator, clientele/fees, capacity and facilities. In addition, specific listings of camps serving handicapped, disabled and special populations are included.

If parents would like to have their children concentrate on a specific activity, the activity cross reference section provides the necessary information. For more than 26 activity categories, each camp receives a "specialization," "part of general program" or "new program" rating.

To order, send $8.95 to: Publications, American Camping Association, Bradford Woods, 5000 State Road 67 North, Martinsville, IN 46151-7902, or call toll-free (800) 428-CAMP.

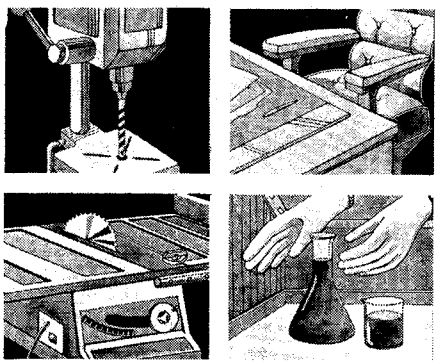
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President's Council on Physical Fitness and Sports.

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The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

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Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(800) 547-6019.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

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Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

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Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim Schriber—(602) 792-5292.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

CONFERENCES & EXHIBITS

The 1986 NESRA Conference and Exhibit will be held May 14–18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT (312) 562-8130.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn on the Square, Cleveland, Ohio.

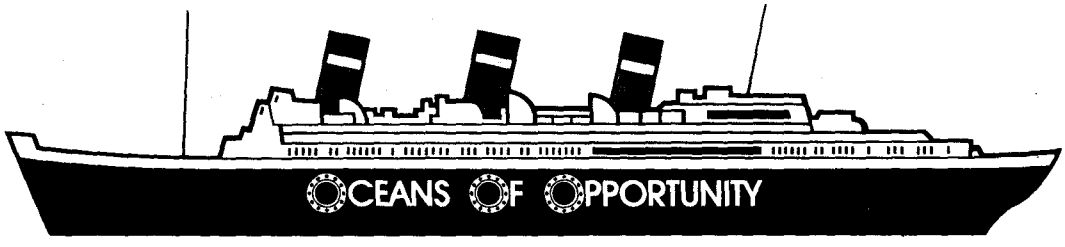
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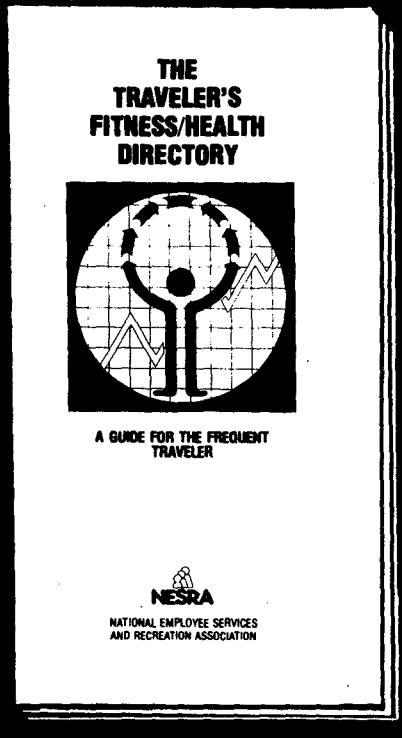
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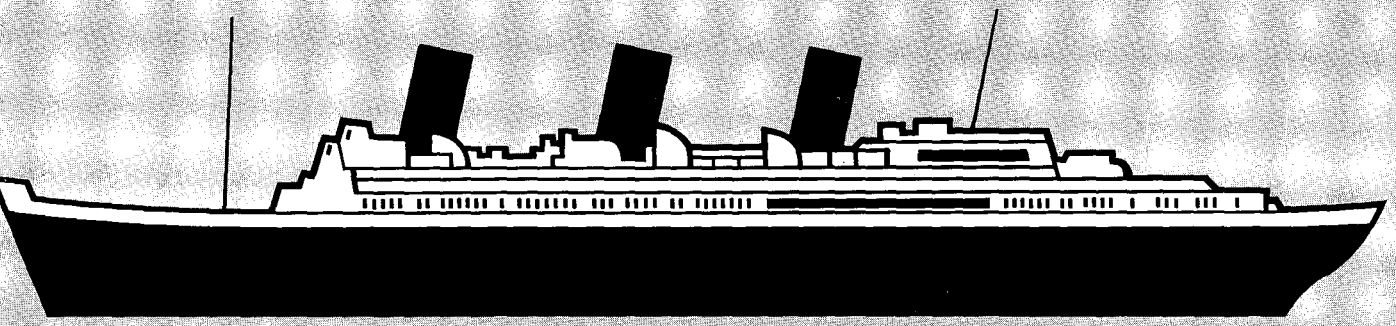
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RNAL OF EMPLOYEE RECREATION

Employee Services Management

HEALTH AND EDUCATION MARCH 1986

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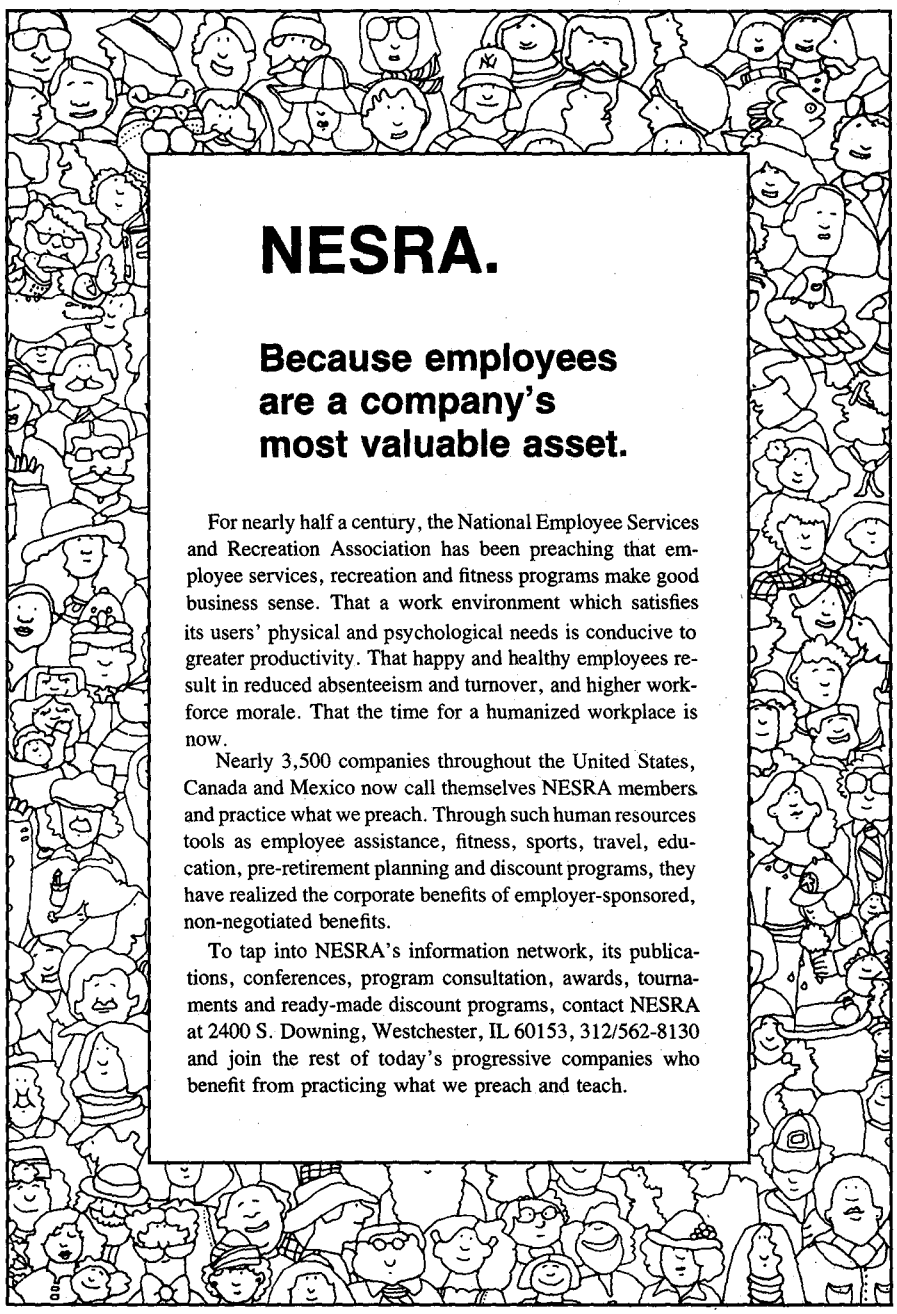
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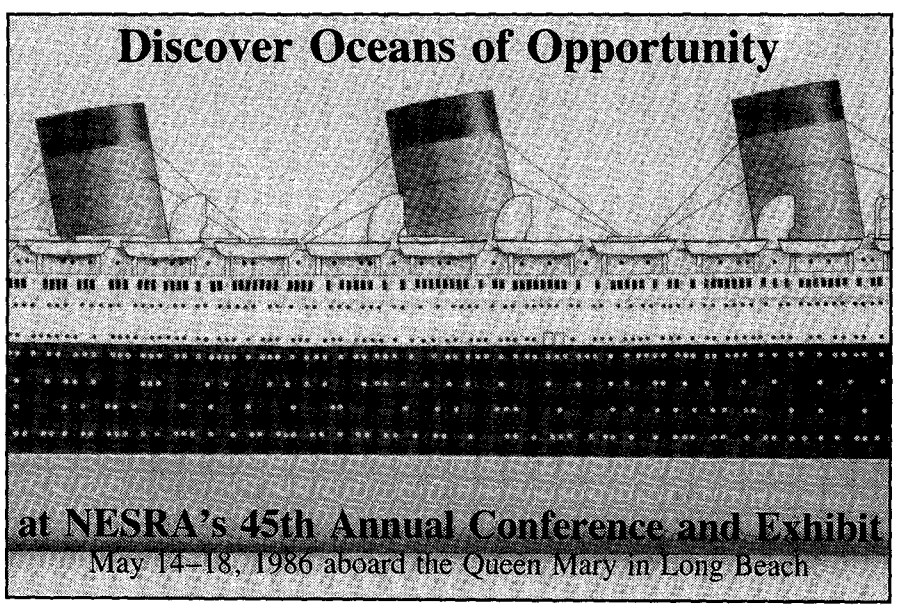
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Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



EMPLOYEE SERVICES MANAGEMENT

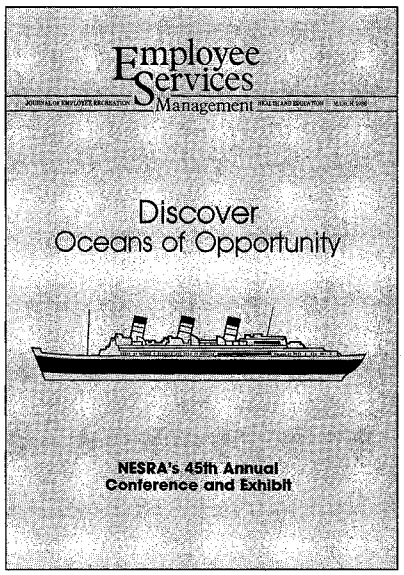
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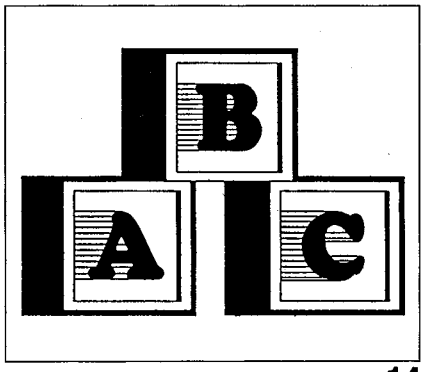
Discover "Oceans of Opportunity." This month *ESM* features a preview of NESRA's 45th Annual Conference and Exhibit. Here's your chance to see the program aboard the Queen Mary, May 14 to 18.

In the employee services and recreation field, volunteers are the lifeblood of most programs. "Motivating Our Most Precious Asset" offers managers a few helpful suggestions to keep spirits high.

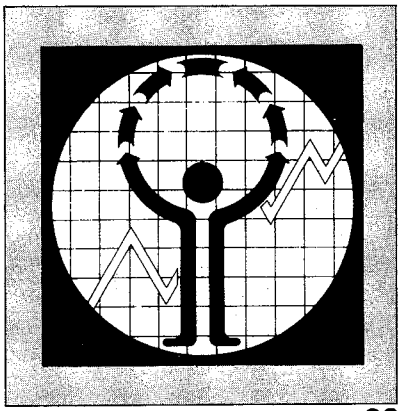
If you've ever planned a group travel program, you've undoubtedly had to contend with some new travel terminology. The "ABCs of Travel Planning" provides a handy glossary for reference when planning your next trip.



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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

Workers Steal Time from Employers

Employees in the U.S. stole approximately $161 billion worth of time from employers in 1985, according to a Robert Half International survey reported in *Management World*.

"Those individuals who willfully and habitually waste or misuse the time for which they are being paid to work are guilty of stealing from their employers," said Robert Half, president of the firm. Half estimates that the average time-thief steals six work-weeks each year equaling about $1,924.

Arriving at work late and leaving early; excessive socializing; personal telephone calls; false sick leave; long lunch and other breaks; and operating another business at work were the major forms of time theft reported.

Of the 335 executives interviewed for the survey, 51 percent thought that the most time is stolen from the first hour of the day while 37 percent indicated the last hour.

U.S. Faces Challenge of Financing Long-Term Care

Until society decides how long-term care can best be financed—through public programs, insurance and other private means, or a combination—an increasing number of older persons in need of such care will expend all of their financial resources and eventually be forced to rely on Medicaid.

According to an Employee Benefit Research Institute report, today about 6.6 million Americans age 65 or older need long-term care. It is predicted that the number of persons needing care will climb to 19 million by 2040.

Contrary to common perception, Medicaid rather than Medicare is the primary public funding source for long-term care. Medicaid finances 41.5 percent and Medicare 2.1 percent of all nursing home care.

Although the elderly's income levels have been improving, few could afford to finance care out-of-pocket for very long. Medicaid requires that one become impoverished to qualify and primarily covers care provided in institutional settings.

Private insurance for long-term care is not widely available. It is offered by just 13 companies, covering only an estimated 50,000 persons. Other options, such as using IRAs for medical purposes, have been suggested but so far Medicaid remains the final resort for many.

Facing Employee Child Care Needs

Today more than 1,800 employers provide some form of child care assistance to workers, compared to only 40 companies in 1978. But, as *The Wall Street Journal* points out, this pattern is not as encouraging as it may appear as there are some six million employers nationwide.

In addition, more than 70 percent of women of childbearing age now work. By 1990, 14 million pre-schoolers will be cared for by someone other than the parent—twice today's count.

Employers have begun to recognize these trends and develop options for employees with children. On-site child care centers, flexible benefit plans, flexible spending accounts, resource/referral networks and community center subsidies are a few of the possible answers being explored.

Employers view these programs as a means of offsetting lost employee time. One study shows the average employee with children under 13 years loses eight days per year because of child care problems.

Women's Pension Protection on the Rise

Women have experienced consistent gains in pension coverage, participation and benefit entitlement during the last 10 years, but they still have less pension protection than men, says the Employee Benefit Research Institute in a new report.

Women's participation rate jumped from 36 percent of employed workers in 1972 to 41 percent in 1983. During the same period, the percentage of women entitled to retirement benefits climbed from 26 to 44 percent of plan participants.

On the other hand, married men averaged $4,811 in pension benefits in 1982, while never-married women averaged $3,668. Benefits received by women in other marital status categories were considerably lower. Women's shorter job tenure and lower earnings relative to men's contributes to this discrepancy.

Women's lifestyle patterns also appear to have a relationship to pension coverage. Married women and widows usually have lower pension coverage rates than divorced or single women. Married women may choose jobs that are less likely to provide pension coverage, recognizing that they may be able to share the costs of retirement with their husbands.

Two-earner couples supplement each other's pension coverage and have a family benefit entitlement rate surpassing that of one-earner couples. The increasing proportion of working couples suggests that more families will be covered by and receive benefits from employer-sponsored pensions in the future.

Eight Ways to Ruin a Performance Appraisal

Performance appraisals should provide an opportunity for organizations to reward exceptional performers, improve employee skills and boost productivity. Instead, management errors often leave both sides feeling defensive and undermine any potential value.

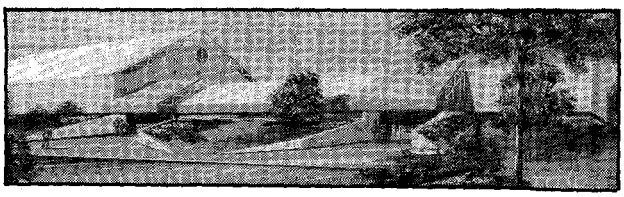
Personnel Journal reports eight common rater errors and offers suggestions to help managers improve their appraisal skills.

The halo effect. This happens when managers rate job performance high in every category because the employee is exceptional at one job function. Minimize the problem by carefully defining each employee's job duties.

The pitchfork effect. The antithesis of the halo effect is the pitchfork effect: dislike of a particular employee trait

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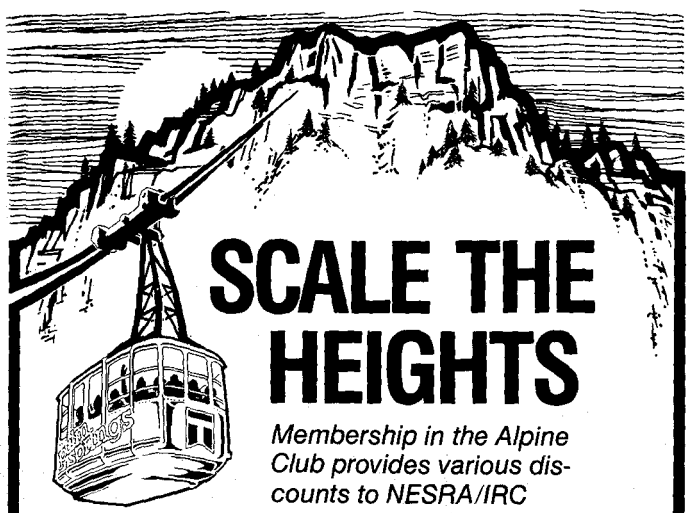
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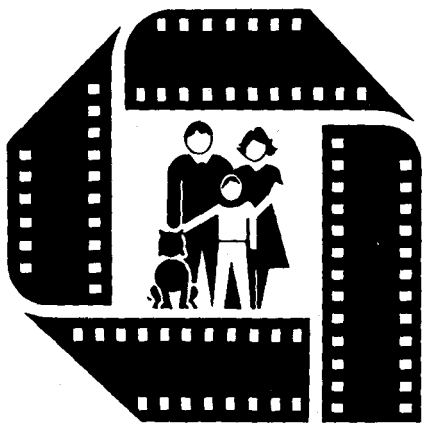
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NESRA Associate Member

affects the entire appraisal. Again, rating employees on one aspect of the job at a time can help.

The central tendency. Managers suffering from the central tendency steer away from rating employees either extremely high or extremely low. The result is that every employee is rated average. The problem can be solved if managers make a list of each job element and then rate employees from worst to best at each.

The recency error. Many times managers focus on events near the time of the appraisal; accomplishments made toward the beginning of the rating period or in relation to long-term goals are all but ignored. The problem can be solved by keeping notes throughout the appraisal period, setting goals during the review, and meeting periodically afterwards to discuss progress.

Length of service bias. Managers with the length of service bias assume that long-term employees are doing a good job. Long-term employees must be reviewed using the same criteria established for new recruits.

The loose rater. Managers afraid of confrontations are often loose raters; rather than confront employees with problem areas they ignore them. Loose raters must be educated about the cost of such errors to the company, the manager and the employee.

The tight rater. At the other end of the spectrum is the tight rater: the manager whose employees are never performing as well as they could be. These managers must be coached to set realistic goals that employees can meet.

The competitive rater. Competitive raters correlate employee performance with their own and never rate anyone higher than themselves. Competitive raters must be reminded that each employee's performance is individual.

M.O.N.E.Y. Was Theme of Region V Conference

The Region V Conference was held November 8–9, 1985, in Bloomington, Minnesota. Hosted by the Minnesota Employee Recreation and Services Council, the conference carried the theme "Employee Services and Recreation: M.O.N.E.Y.," which represented:

Management support;
Organizing your resources;
New ideas;
Entrepreneurship;
You make the difference.

One highlight of the event was keynote speaker Harry Cordellos who, as one of the world's foremost blind athletes, delivered the inspirational message that the only barrier one faces is attitude. Kathy Carney of Honeywell and Ed Chmielewski of Medtronic also gave presentations, and John Meegan of Telemarketing, Inc. conducted a special session for exhibitors.

Over 100 people attended the conference as the Minneapolis/St. Paul area begins preparation for hosting NESRA's 46th Annual Conference & Exhibit to be held there in May of 1987.

Sports Equipment Sales Sluggish in '86

Sales of leisure, fitness and sports equipment will grow only slightly in 1986, reports *Nation's Business.*

This projection is based on the thoughts of Howard J. Bruns, president of the Sporting Goods Manufacturers Association, who cites being between the Olympics as a reason. Bruns explains that "while 1986 looks sluggish and a bit uninspiring, 1987 looks better. The 1988 Olympic hype will begin, and this industry does well during the build-up."

The United States consumes 47 percent of the sports equipment produced worldwide, according to Bruns, while 55 percent of all sports products are manufactured in Southeast Asia. Because of such factors, the U.S. industry will run a $5 billion trade deficit this year.

On positive trends, Bruns says that women's sports and youth programs outside the school will be bright spots.

Wellness Big in Small Business

A growing number of small businesses are instituting health promotion programs to improve employee morale and productivity, according to a report by the Washington Business Group on Health.

As described in an *Employee Health & Fitness* article on the report, the top reasons small business leaders gave for





***Attendees** at the Region V Conference take advantage of the informative "Swap Shop" (left) and listen to the opening remarks delivered by Leroy Hollins (right).*

starting wellness programs include the following:

- improved employee relations through improved morale, increased commitment and enhanced feeling of community;
- improved productivity;
- decreased health care costs;
- improved public image for company.

The basic differences the report shows between health promotion programs in small businesses compared to larger companies include:

- relatively low budgets, with a median of $5,000 to $7,000 per year. Many of the small businesses had budgets under $1,000;
- cost often shared by employees;
- program operated on employee time as opposed to company time;
- program managed by in-house staff not trained in health.

According to the report, a number of characteristics make small companies especially well-suited to implementing wellness programs. The "family" feeling present in many smaller firms is enhanced by the caring image of wellness programming. In addition, because of lean staffing, curbing absenteeism (a frequently cited benefit of health promotion programs) may be even more important than in a large company.

Finally, the top management involvement in wellness program development that occurs in small businesses facilitates innovation in meeting specific employee wellness needs.

Employees Place Great Importance on Benefits

Employees place a high degree of importance on the benefits they receive, according to a recent Hewitt Associates study.

Among the 12,000 employees surveyed, over half rated benefits "equal in importance" to pay while almost one-third considered benefits "more important" than pay. The results also show that these findings are consistent among different companies, indicating that benefits are highly valued by the "typical" employee.

The study also found that employee attitudes toward the importance of benefits vary little according to income. Contrary to the common perception that higher paid employees value benefits more because of the tax issues involved, employees attach about the same degree of importance to benefits across income levels.

The third point that was illustrated by the survey is that employees greatly undervalue the amount spent on benefits by their employers. In the companies surveyed, benefit costs ranged from 30 to 45 percent of payroll. Employees consistently underestimated the expenditures (by as much as half the cost at one company).



Motivating Our Most Precious Asset

by Kathleen A. Carney

There are many books and magazine articles written on motivating the work force. In the employee services and recreation field, we have a specific group called volunteers, which is the lifeblood of our program. Without them, there would be no program. Consequently, we are always looking for new information to help us keep them motivated.

NESRA provides opportunities for us to share the various ways that we keep our volunteers motivated and committed to doing a good job. Most recently, at the 1985 NESRA Conference in Boston, the presenter's topic in one room was on "Being a Volunteer" and in the adjacent room, "Working with Volunteers."

When times are good, the budget is easier to justify, the business plan is aggressive and the spirits of everyone are high.

But, when times are tighter (i.e. profits down, layoffs, budget cuts, etc.), we are faced with a new challenge of providing the same high standards in our programs with enthusiasm.

How then do we keep our most precious assets, our volunteers, motivated? There are no simple answers because our programs and companies are different. But let's give it a try. Here is a list of suggestions. Maybe, just maybe, one of them might be the key you're looking for.

- **Tell them the good news and the bad news.** If you have to modify the program, help them help you. Such as: We only have $xx, what are the most important things that we can do?

- **Help them maintain a positive attitude.** Keep negative comments out of your meetings; they don't do anyone any good. Remember, you follow the path of your predominate thoughts. Negative only breeds negative.

- **Maintain stability in your program.** While you may not be able to offer anything new, continue to offer some of the standard programs. You may have to drop some to be able to afford the more popular ones.

- **Communicate to your customers.** Communicate to your customers, yes, your customers, the employees, if any obvious changes are being made. Don't be a whiner or a finger-pointer—do it professionally and with dignity.

- **Offer group discounts vs. subsidies.** Many organizations offer group discounts. Instead of offering an additional subsidy on top of it or a non-discounted prime-time performance, just offer the group discounted price.

- **Ferret out the freebies.** The best things in life are free—so the song goes, and from your programming standpoint, it is partially true. Check out the local cities and towns, county extension services and in-house talents.

- **Contact your management team and decision makers. Let them know your game plan.** Prepare the report to them but include copies of how you are informing employees, such as through newsletter articles or, better still, by attending their staff meetings. Above all, stay positive. This will gain you a great deal of respect from them. You represent an important factor to motivating the work force.

- **Find out what the volunteers' special needs are.** Their supervisor/manager may be under tremendous pressure and may not be willing to allow any company time off for meetings or special events. Understand both sides (because maybe your volunteer is actually taking too much time). Volunteers have a very delicate balance to maintain. It's possible for "wild enthusiasm" to overtake common sense.

- **Continue recognizing them for their efforts.** This can be done through committee recognition programs or congratulatory notes ("copy the world"). Send notes along with special accomplishments to your management.

- **Keep your own battery charged.** Don't neglect your own needs to keep motivated. Talk to your direct supervisor/manager about your needs. Take courses in areas such as leader effectiveness training, positive stress management, etc. Look for ways to simplify your workload. In order to continue to motivate others you must keep yourself motivated. Lead by example.

SUMMARY

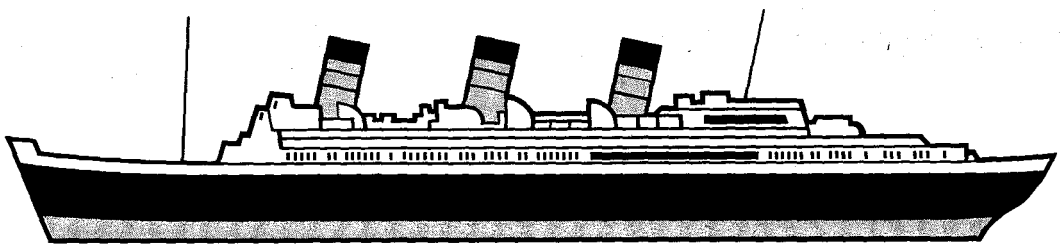
This is a unique challenge that we are facing. If we can maintain a solid program while keeping our volunteers motivated, we will continue to be a strong asset to our company. After all, we are in the human asset management business.

When that light at the end of the tunnel starts glowing brightly, your management team will remember that the efforts of your program helped make it shine.

Kathleen A. Carney is NESRA's Region I Director and Manager, Employee Activities Program, at Honeywell Information Systems, Inc., in Massachusetts.

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National Employee Services
and Recreation Association
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Long Beach, California

May 14 to 18, 1986

at the

45TH ANNUAL
CONFERENCE & EXHIBIT

1986 NESRA

CONFERENCE PROGRAM

WEDNESDAY, MAY 14, 1986

9:00–4:00	Continuing Education Program: *Recreation Facilities Operations and Management*
1:00	Registration Opens
1:00–5:00	Chapter Seminar: *Orientation, Re-Orientation—Chapter Board of Directors* (Moderator: Sue Potter, CESRA, Nationwide Insurance Company)
6:30–8:30	Welcome and Get Acquainted: *Honoring First Timers* (First Timers Only)

THURSDAY, MAY 15, 1986

6:45	Exercise Session
8:00	Registration Opens
9:30–10:00	First Timers Conference Orientation
9:30–10:00	Sessions Chairman Orientation
10:30–11:45	Opening Session: *Putting Fun to Work: The Power of Humor in Management* (Ritch Davidson, Playfair)
12:15–1:30	General Session/Luncheon: *Wellness Continuum* (Peter Brown, Self Development Associates)
2:00–3:00	Exhibitors' Meeting
2:00–3:00	NESRA Research and Education Foundation Meeting
2:00–3:30	Strategy Exchange
4:00–7:00	Exhibit Hall Grand Opening
7:30	Bon Voyage Party

FRIDAY, MAY 16, 1986

6:45	Exercise Session
8:00	Registration Opens
8:30–9:30	Regional Breakfasts
10:00–11:00	General Session: *Sustaining Exceptional Performance* (Art Turock, Art Turock & Associates)
11:30–12:30	Concurrent Sessions: A. *The Motivational Role of the Wellness Professional* (Art Turock, Art Turock & Associates) B. *NESRA Certification Program* (Panel led by Jim McKeon, CESRA, Cubic Corporation and Randy Schools, CESRA, National Institutes of Health.) C. *How to Develop a Cost-Effective Fitness Program* (Donald DeMars, Donald DeMars Associates, Inc.)

▶

1986 NESRA

CONFERENCE PROGRAM

1:00–2:30	Management & NESRA Recognition Luncheon
3:00–4:00	Concurrent Sessions: A. *Utilizing Employee Recreation and Fitness as a Community Relations Tool* (Alan Benedeck, CESRA, Allstate Insurance) B. *Smoking in the Work Place* C. *The Benefits of Corporate Recreation: How to Educate/Communicate to Management* (Craig Finney, Ph.D., CalState Northridge)
4:30–7:00	Exhibit Hall Open

SATURDAY, MAY 17, 1986

8:00	Registration Opens
8:00–9:00	General Session: *How to be Positive in a Negative World* (Jim Hoke, Self Psych, Inc.
9:30–12:00	Closing Exhibits
12:30–1:30	CESRA/CESRL Luncheon: *Here's to the Winners*
2:00–3:00	Concurrent Sessions: A. *Government Relations* B. *Implementing a Successful Worksite Wellness Program* (Shirley Wilson, Healthworks USA) C. *The Commitment to Computerization: Approach to Computerization in the Work Place* (Tom Pendergast, Pepperdine University)
2:00–3:00	Students Only (Scott Baker, Xerox Corporation)
3:30–4:30	Concurrent Sessions: A. *Powers of Communication* (Kirchiro Iwamoto, Ph.D., University of Santa Clara) B. *Company Stores* (Panel led by Bob Pindroh, CESRA, Lockheed) C. *How to Buy* (Mark Winsburg, Certron Corp.)
5:00	5K Run
6:30–7:30	NESRA Reception
7:30	NESRA Dinner Dance

SUNDAY, MAY 18, 1986

9:00–10:00	Concurrent Sessions: A. *Road to a Healtheir Lifestyle* (Jack Medina, Los Alamos National Laboratory) B. *Employee Services and Recreation—Programming and Budgeting* (Bob Crunstedt, CESRA, Honeywell) C. *Child Care: On and Off Premises*
10:30–12:00	Closing Brunch

1986 NESRA

CONFERENCE REGISTRATION

Full Name (Print) _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Number of Employees _____

Status: Delegate ____ Spouse ____ Student ____ CESRA ____ CESRL ____

Is this your first Conference? _____

Name of others in your party _____

_____

For cross reference only—Submit separate registration forms

Expected date of Arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____ Full Name _____

Company/Organization _____

NESRA Chapter Affiliation _____

NESRA or Local Chapter Office Currently Held _____

REGISTRATION PACKAGES: Please circle amount enclosed.

	Prior To April 15, 1986	After April 15, 1986
Delegate-NESRA Member	$225.00	$240.00
Non-member Delegate	245.00	260.00
Associate Member not Exhibiting	375.00	400.00
Commercial Attendee not Exhibiting	425.00	425.00
Spouse	120.00	130.00
Student (includes sponsored functions)	110.00	115.00
Retirees	75.00	75.00

Please include your check payable to National Employee Services and Recreation Association. Advance registration cannot be accepted without full payment in advance. Mail checks and registration form to: NESRA, Inc., 2400 South Downing, Westchester, IL 60153.

Cancellation—Full registration will be refunded if cancellation is received postmarked no later than April 20, 1986. After this date, refund cannot be guaranteed.

Hotel reservation information will be sent to you upon receipt of your conference registration.

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

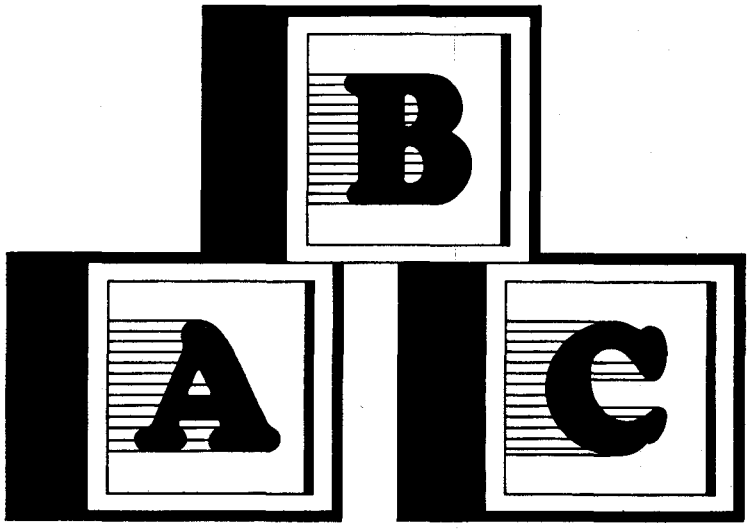
General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



ABCs of Travel Planning

by Joan E. Price, editor

■ American, Bermuda, continental and European . . . you may know that all of these represent hotel accommodation plans. But could you identify the types of meals included with each?

Deluxe, first class and tourist . . . you may recognize these European hotel classifications. But would you be sure of the differences among the three grades?

Regular, excursion, advance purchase excursion, tour basing and group . . . you may have heard of these airline fare categories. But could you name the characteristics of each?

If you've ever planned a vacation, you've undoubtedly run into some new travel terminology. Perhaps you went on a package tour with your family and could leave many of the details to a reliable travel agent. Even in your personal travel, however, it pays to know exactly what you're getting to avoid unpleasant surprises en route and ensure good travel value for your money.

When you're planning a group travel program, the importance of thoroughly understanding the tour package is, of course, greatly increased. Knowledge of commonly used travel vocabulary serves as the fundamental ABCs of travel planning. Whether you are creating a package on your own and must deal directly with suppliers, or you are coordinating arrangements through a group travel agent, familiarity with these travel terms can help you evaluate alternatives, avoid common problems and check costs.

The following glossary is provided as a handy reference to use when planning your next travel program.



Adjoining Rooms—Two or more hotel rooms located side by side but without private connecting doors. Rooms may be adjoining without connecting.

Advertised Tour—Any travel program for which a brochure has been prepared. Specifically, a tour which meets airline requirements for an Inclusive Tour number.

Affinity Group—An organization, formed for virtually any purpose other than travel, which subsequently elects to sponsor group travel programs on scheduled or charter aircraft for and at the pro-rata expense of individual members. Clubs, schools, companies, trade associations, religious organizations, etc. are all affinity groups if they fall within certain limits.

Affinity Group Fare—Any tariff set by an airline or an airline conference on which members of an affinity group may be ticketed for travel together.

Agent—Broadly, one who acts or has the power to act; more usually, one acts for or as the representative of another. Most frequently in travel, a specific kind of agent as: (1) a retail travel agent; (2) a carrier employee who sells tickets, a counter or ticket agent; (3) one with broad powers to act for a principal, a general agent; (4) more usually outside the U.S. and Canada; anyone in the travel business other than a principal, a retail travel agent, receiving agent or local operator, a wholesaler.

Airline Class of Service—Any of a variety of tours used to express a particular type of aircraft cabin service. The class varies with types of compartments, seating comfort, and amenities. There is a considerable variation among airlines especially between long-range international and domestic service. The class of service is usually denoted by a reservations/ticketing code which also relates to the fare. Examples of class codes follows:

B—Coach Economy discounted
C—Business class
F—First Class
FN—Night coach in first class compartment
J—Business class premium
K—Thrift
Q—Coach Economy discounted
R—Supersonic
S—Standard
U—No reservation service
V—Thrift discounted
Y—Coach economy
YN—Night Coach

Standby—Heavily discounted and conditioned fares offered by a few carriers to those willing to risk displacement at any time prior to departure by others who seek transportation at any other recognized fare.

Children—Children under 2 years of age are carried free if accompanied by a fare paying passenger 12 or older. Children 2 through 11 are generally charged ⅔ of normal fares.

Military—Most airlines provide reserved seats at reduced rates to military personnel on active duty.

Airline Fare—Price charged for an airline ticket. Numerous types of fares are in use and they change with market conditions. Some of the broad categories are listed below:

Regular or Normal—An unrestricted fare generally good for one year.

Excursion—These individual fares virtually always require that round trip travel be completed within specified maximum/minimum time limits. They are usually conditioned in one or more other ways depending on the airline or route in question.

Advance Purchase Excursion—The "APEX" fare is a heavily discounted excursion fare available on many international routes. Comparable fares exist for North American routes and are frequently described as Super Saver fares. Reservations and payment required well in advance of departure with varying penalities for cancellation.

Tour Basing—These individual fares are heavily and variously conditioned and available only on specified routes. All tour basing fares require the advance purchase of a land package.

Group—These fares offer discounts from regular fares for groups of varying minimum sizes in selected markets. They have various conditions and usually require round trip travel within a specified time limit.

Air-Sea—An adjective describing a cruise or travel program in which one or more transportation legs are provided by air and one or more by sea. Often combined with hotel arrangements.

All Expense Tour—A tour offering all or most services-transportation, lodging, meals, porterage, sightseeing, etc. for a pre-established price. The terms "all-expense" and "all-inclusive" are much misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.

Amtrak—The name under which the National Railroad Passenger Corporation operates almost all U.S. intercity passenger trains. The intercity trains are usually operated under contract with individual railroads.

Available (or Availability)—Connotes a conditional status: "Space available," for example, means "if the space is available."



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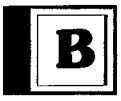
Healthlines
a monthly newsletter on current topics related to healthy living

ACCESS-UM
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Lifestyle Seminars
presentations on health and lifestyle issues

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Back-to-back—Describing a program of multiple air charters between two or more points with arrivals and departures coordinated to eliminate aircraft deadheading and waiting. That is, when one group is delivered at a destination, another is ready to depart from that point.

Baggage Allowance—That weight or volume of baggage that may be carried by a passenger without an additional charge.

Baggage Check—The official receipt issued by a carrier for the luggage of a passenger.

Baggage Liability—The legal limits of a carrier's liability for checked baggage, as determined by tariff regulations, federal laws, state laws or passenger's declaration of value.

Baggage Tag—Personal identification which must be attached to a piece of luggage checked on an airline.

Bed-and-Breakfast—Overnight accommodations usually in a private home or boarding house with a full, American-style breakfast included in the rate.

Bed-Night—One person spending one night in any hostelry.

Bermuda Plan—Hotel accommodation with full American-style breakfast included in the rate. Also known as Bed-and-Breakfast.

Berth—(1) A bed on an airline, ship, or railroad car; often, but not necessarily, built in. (2) A space at a wharf for a ship to dock or anchor.

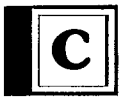
Best Available—(1) A reservation pledging a principal (a) to provide some sort of accommodation and (b) to upgrade the client if possible. (2) A request for a reservation meaning "I'll take anything you have, but I'm willing to pay for the best."

Blocked Space—Reservations, often subject to deposit forfeiture, made with suppliers by wholesalers or travel agents in anticipation of resale.

Bonding—The purchase, for a premium, of a guarantee of protection for a supplier or a customer in the travel industry. Certain bonding programs are mandatory: ATC insists that travel agents be bonded to protect the airlines against defaults; the CAB requires the operators of certain types of charters to carry bonds to protect their customers against default. Some operators and agents buy bonds voluntarily to protect their clients and for promotional purposes.

Booking Form—A document which purchasers of tours must complete to give the operator full particulars about who is buying the tour. It states exactly what is being purchased (including options) and must be signed as acknowledgement that the liability clause has been read and understood.

Bulk Fare—Fare available only to tour organizers or operators who purchase a specified block of seats from a carrier at a lower, noncommissionable price and then have the responsibility of selling the seats, including a commission in their marked-up price for the seats.



Cabin—A sleeping room on a ship, may imply less luxury than a stateroom. The passenger compartment of a plane.

Carrier—Any organization that deals in transporting passengers or goods.

Certified Travel Counselor—A degree, usually abbreviated CTC, attesting to professional competence as a travel agent. It is conferred on completion of a course of study by the Institute of Certified Travel Agents. The Certified Travel Associate degree is awarded to non-agent personnel who have completed the course.

Charter—To hire the exclusive use of any aircraft, vessel or other vehicle.

Child—In travel, the supplier defines the chronological limits of childhood. Fare structures and hotel rates often contain break-points at which children are offered reduced rates, but these vary.

Circle Fare—A special fare, lower than the sum of the point-to-point rates established for a circle trip.

Circle Trip—A journey with stopovers that returns to the point of departure without retracing its route. Travel from Point A with stops at Point B and C and returning to A is a circle trip, if Point B is off the regular route between Points A and C or Point C is off the regular route between Points A and B.

City Pair—The terminal communities in an air trip; the departure and destination points.

Coach Service—Air: U.S. domestic passenger carriage at the international equivalent of Economy.

Commercial Rate—A special rate agreed upon by a company (or other multi-purchaser) and a hotel or car rental firm. Usually, the hotel or car rental firm agrees to supply rooms or cars of a specified quality or better at a flat rate.

Commission—The amount, which may vary, which a travel agent receives from the supplier for selling transportation, accommodations, or other services.

Common Carrier—Anyone or any organization which offers transport to all comers for hire.

Conditions—The section or clause of a transportation or tour contract that specifies what is offered to the purchaser. A conditions clause often specifies what is not offered and may spell out the circumstances under which the contract may be invalidated in all or in part.

Confidential Tariff—A schedule of wholesale rates distributed in confidence to travel wholesalers and travel agents.

Confirmed Reservation—An oral or written statement by a supplier (a carrier, hotel, car rental company, etc.) that it has received and will honor a reservation. Oral confirmations have virtually no legal worth. Even written or telegraphed confirmations have specified or implied limitations. For example, a hotel is not obligated to honor a reservation if the guest arrives after 6 p.m., unless late arrival is specified. However, if the reservation is guaranteed, then that hotel is obligated to honor it.

Consolidated Air Tour Manual—A tour sales manual published in four issues; all-year, winter, spring/summer/fall, and winter sports. It covers all U.S. destinations, Canada, Mexico, Central and South America, and the Carribbean.

Consolidation—Cancellation by a charter tour operator of one or more flights associated with a specific charter departure or departure period with a transfer of passengers to another charter flight or flights to depart on or near the same day. Selling the same tour with identical departure dates through a number of wholesalers, cooperatives or other outlets in order to increase sales and reduce the possibility of tour cancellations.

Continental Breakfast—At a minimum, a beverage (coffee, tea or milk) and rolls or toast. Sometimes includes fruit juice. In Holland and Norway, may include cheese, meat or fish.

Continental Plan—A hotel rate that includes bed and continental breakfast.

Contractor—A land operator that provides services to wholesalers, tour operators and travel agents.



DBA—Doing business as . . . For example, the Doe Travel Co. might do business as Doe Travel Tours: Doe Travel Co., dba Doe Travel Tours.

Deluxe—In travel usage, presumably "of the highest standard." A much misused and, in many respects, meaningless term except where employed as part of an official rating system.

Demi-Pension—A hotel rate including bed, breakfast and either lunch or dinner.

Deposit Reservation—A reservation for which the hotel has received cash payment for at least one night's lodging in advance and is obligated to hold the room regardless of the guest's arrival. Most commercial hotels do not feel obligated to refund deposits unless reservations are cancelled at least 48 hours in advance. Cancellation policies at resort hotels vary and should be verified in advance.

Destination—The place to which a traveler is going. In the travel industry: any city, area or country which can be marketed as a single entity to tourists.

Direct Air Carrier—An air carrier, generally applied only to one operating charter flights.

Direct Flight—A journey on which the passenger does not have to change planes. Not necessarily non-stop.

Discount Fare—A fare for transportation that is less than the full published tariff for a carrier's route and is generally incumbent upon certain stipulations regarding the purchase and/or travel.

Double—Loosely, any hotel room for two persons; more specifically, a room with a double bed. A room with two smaller beds is a twin.

Double-Occupancy Rate—The price per person for a room to be shared with another person. The rate most frequently quoted in tour brochures.

Double Room Rate—The full price of a room for two people, but be careful: Some people say double when they mean double occupancy.

Downgrade—To move to a lesser accommodation or class of service.

E

Economy Fare or Service—In U.S. domestic airline operations: Passenger carriage at a level below Coach service. In international operations: Carriage at a level below First Class.

Escorted Tour—(1) A prearranged travel program, usually for a group, with escort service. Fully-escorted tours may have escorts throughout plus local guide service in some areas. (2) A sightseeing program conducted by a guide.

European Plan—A hotel rate that includes bed only; any meals are extra.

Excess Baggage—Baggage in excess of specified size or weight by the particular carrier.

Exchange Order—A document issued by a carrier or its agent requesting issue of a ticket or provision of other specified services to the person named in the document.

Executive Coach—A luxury motorcoach with seating of 25 or less which can include such amenities as TV, galley, wet bar, card tables, etc.

Extension—A fully-arranged sub-tour offered optionally at extra cost to buyers of a tour or cruise. Extensions may occur before, during or after the basic travel program.

F

Familiarization Tour—A complimentary or reduced-rate travel program for travel agents and/or airline employees that is designed to acquaint them with specific destination or destinations to stimulate the sale of travel.

Family Plan—A discount schedule offered by hotels and resorts, to second and successive members of families who travel together.

First Class Fare or Service—In air, rail and sea travel, the best and most expensive way to go.

First Class Hotel—An average, comfortable hotel.

Fully Appointed—Refers to a travel agent who has received official recognition from the major airline, steamship and railroad conferences.

G

Gateway—City, airport or area from which a flight or tour departs.

Group Inclusive Tour—A prepaid tour of specified minimum size, ingredients and value.

Guaranteed Payment Reservation—A hotel reservation secured by the guest's agreement to pay for his room whether he uses it or not. Payment is usually guaranteed by a company, travel agent or tour wholesaler who has an established credit rating with the hotel.

Guaranteed Tour—A tour guaranteed to operate unless cancelled before an established cutoff date (usually 60 days prior to departure).

Guide—(1) A person qualified to conduct tours of specific localities or attractions. Many reliable guides are licensed. (2) An airline, bus, railroad or ship manual of schedules and fares. Listings are not guaranteed, but travel agents and carrier reservationists use such manuals as a matter of necessity. ▶

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Guided Tour—A local sightseeing trip conducted by a guide.



Host—(1) A representative of the tour operator, destination or other tour principal who provides escort service at the destination. The term host-escort is often used to make a distinction between this function and (2) such representatives who provide only information or greeting services or who assist at the destination with ground arrangements without actually accompanying the tour.

Hostel—An inexpensive, supervised lodging, particularly for young people.

Hostelry—An inn; by extension, any accommodation that provides food and/or lodging to travelers.

Hotel Classification—The following designations are generally understood throughout Europe and, to an extent, the world, but it is sometimes difficult to know whether a hotel is being described by a reliable source or at the whim of a promoter. There is neither an official nor generally-accepted rating system for U.S. hotels.

Deluxe—A top-grade hotel; all rooms have private bath; all the usual public rooms and services are provided; a high standard of decor and services is maintained.

First Class—A medium-range hotel; at least some rooms have private bath; most of the usual public rooms and services are provided.

Tourist (Economy and Second Class)—Budget operations; few or no private baths; services may be very limited.

Hotel Package—A package offered by a hotel, sometimes consisting of no more than a room and breakfast, and other times, especially at resort hotels, of transportation, room, meals, sports facilities and other components.

Hotel Rep or Representative—A person (or company) who offers hotel reservations to wholesalers, travel agents and the public. He is paid by the hotels he represents on a fee basis. Many hotel reps also offer marketing and other services.



Incentive Travel—(1) A trip offered as a prize, particularly to stimulate the productivity of employees or sales agents; (2) The business of operating such travel programs.

Inclusive Tour—A tour in which specific elements—air fare, hotels, transfers, etc.—are offered for a flat rate. An inclusive tour rate does not necessarily cover all costs.

Initial Carrier—The first carrier transporting a passenger or baggage on an interline movement.

Intermediate Carrier—A carrier which transports a passenger or piece of baggage as part of an interline movement, but on which neither the point of origin nor destination is located.

IT Number—The code designation on an inclusive tour folder indicating that the tour has been approved by the International Air Transport Association or an airline.

Itinerary—The travel schedule provided by a travel agent for his client. A proposed or preliminary itinerary may be rather vague or very specific. A final itinerary, however, spells out all details—flight numbers, departure times, etc.—as well as describing planned activities. It should be delivered shortly before departure.



Junior Suite—A large hotel room with a partition separating the bedroom and sitting area.



Land Arrangements—All services provided to a client (except ongoing transportation by public carrier) after he has reached destination.

Land Operator—A company that provides local travel services, transfers, sightseeing, guides, etc.

Low Season—That time of the year at any given destination when tourist traffic (and often rates) is at its lowest.



Minimum Land Package—The minimum, expressed in terms of cost and ingredients, tour that must be purchased to qualify a passenger for an airline inclusive tour, group inclusive tour or contract bulk inclusive tour fare. Such packages usually must include a certain number of nights lodging, other specified ingredients such as sightseeing and/or entertainment and/or car rental. The minimum rate for the combined air fares and ground package is often expressed as a percentage (often 100 percent or 110 percent) of the lowest regular fare for the air travel scheduled.

Miscellaneous Charges Order—A document issued by an airline or its agent requesting the issue of a ticket or provision of services to the person named in the order.

Modified American Plan—A hotel room rate including breakfast and either lunch or dinner.

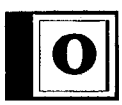


Net Rate—A wholesale rate to be marked up for eventual resale to the consumer.

Non-Sked—Non-scheduled.

Non-Stop Flight—Service between two points with no scheduled traffic stops en route.

No Show—(1) A passenger or guest who fails either to use or cancel his reservation. (2) A reservation neither cancelled nor fulfilled.



Official Airline Guide—Any of several passenger and cargo air service manuals published by the Reuben H. Donnelly Corporation and in general use throughout the world. There are two principal passenger OAGs—the North American and Worldwide editions. Also there are Pocket Flight Guides for North America, Europe and Pacific.

Official Domestic Tour Manual—An an nual publication of Travel Agent Magazine, which lists tours directed at the group volume market that involves motorcoach transportation. DTM is distributed to a minimum of 10,000 travel agents plus group tour producers abroad and tour broker/bus companies. Tours listed are indexed by departure city within specific destination areas.

Official Hotel and Resort Guide—A Ziff-Davis directory which describes and rates 25,000 hotels, resorts and motor hotels throughout the world. The OHRG is pub-

lished in a loose-leaf format to permit both regular and extraordinary revisions on a continuous basis.

Off-Peak—In reference to a fare or a hotel rate, other than the period(s) that are usually busiest.

On-Route Charter—A charter flight by a scheduled airline between points which it is authorized to serve on a regularly scheduled basis.

Operator—A loose term that may mean contractor, tour operator or wholesaler or a combination of any or all of those functions.

Option—A tour extension or sidetrip offered at extra cost.

Overbooking—(1) The practice by a supplier of confirming reservations beyond capacity in expectation of cancellations or no shows. (2) The same occurrence due to error. (3) Any reservation(s) dishonored due to lack of space. Many carriers have admitted that they intentionally overbook their flights because of the high number of passengers who are no shows. Various governments are insisting that carriers take steps to make this practice more widely known to passengers.

Override—An extra commission; sometimes called an overriding commission. Airlines pay overrides on ticket sales made in conjunction with tour sales and during the current unregulated commission situation in the U.S., overrides are being paid for volume bookings. Wholesalers pay them as bonuses for volume business. Suppliers pay them to provide a profit margin for wholesalers (who must themselves pay commission). Hotel groups or governments pay them as a volume incentive to wholesalers.



Package—A package usually includes prepaid transportation, accommodations and some combination of other tour elements—meals, transfers, sightseeing, car rental, etc. A package may include more than one destination—for example, a cruise—but the term connotes an offering intended to provide a holiday rather than meet the cultural or other requirements of the more serious traveler.

Packager—Anyone who organizes and advertises a tour or package; a wholesaler.

Peak Fare, Rate or Season—On many carriers and at many destinations, the highest level of charges assessed during the year.

Point-to-Point—Covering basic transportation only. A point-to-point fare is the basic rate from one city to another; a point-to-point sale covers only the cost of the tickets.

Porterage—Baggage handling service. The client on a tour which includes porterage should neither have to carry his luggage nor pay the man who does. Enlightened self-interest, however, might lead him to offer an occasional nominal tip.

Post-Convention Tour—A extension designed to offer a conventioneer a visit to an area more conveniently located to the convention site than his home as a supplement to his return trip.

Promotional Fare—Any tariff below regular levels established to stimulate traffic, particularly at times when the carrier is not busy. Promotional fares are almost always roundtrips and are always restricted in one way or another. They may be good only at certain hours, or on certain days or in certain seasons. They may be good within certain time limits. As a general rule, the cheaper the fare, the more numerous the restrictions.

Protected—As in "commissions protected," "agents protected," or "all departures protected." A guarantee by a supplier or wholesaler to pay commissions, plus full refunds to clients, on prepaid, confirmed bookings regardless of ▶

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subsequent cancellations of, for example, a tour or a cruise.

Public Charter—A charter form which has no restrictions on price, length of stay, land arrangements or advance booking. One-way flights and discount prices are permitted at the tour operator's discretion, so long as each charter group consists of at least 20 seats. Bonding and escrow provisions similar to those imposed on previous charter types are required for the protection of passenger funds. Not all foreign governments have accepted these new liberal rules.

Published Rate—A full rate available to or advertised to the public.



Rack Rate—The official tariff as established and posted by a principal; however, not usually used by tour operators.

Railroad Classes of Service and Facilities—U.S. and Canada.

Amcafe—The food and beverage section on an Amfleet train.

Amclub—First class car or service on an Amfleet train.

Amcoach—Coach car or service on an Amfleet train.

Amfleet—Amtrak cars, first used in 1975 in the Northeast Corridor and designed principally for corridor use but also used for some long-distance operation. The Amfleet is replacing older types of cars.

Bedroom—Sleeping compartment for two; separate toilet and basin.

Bedroom Suite—Two adjoining bedrooms with wall between removed, for maximum of four; sometimes called a double bedroom.

Coach—Unreserved seats.

MetroClub—First-class or service on a Metroliner.

Metroliner—Any of several high-speed electrically powered, extra-fare trains operating between New York and Washington.

Reserved Coach—Assigned two-abreast reclining seats; mostly on long-distance trains.

Roomette—Tiny bedroom for one; with toilet and bath.

Slumbercoach—A private room which converts to a bedroom for one passenger, somewhat more compact than a roomette with private toilet facilities. Some are equipped with upper and lower berths for accommodating two passengers.

Superliner—Double-decker, long-distance passenger trains used by Amtrak between Chicago and destinations to the west.

TurboClub—First class service on a Turboliner, two-and-one seating.

Turboliner, Turbotrain—Turbine-powered train used by Amtrak.

Reception Operator—A tour operator or travel agent who specializes in services for incoming visitors; also called a receiving agent.

Red Book—Official Registry (and directory) of the American Hotel & Motel Association.

Responsibility Clause—That section of a brochure that spells out the conditions of the responsibility for tipping. (2) A fee charged to a client by a travel agent in addition to the commissions paid to him by his principals.

Shoulder Fare, Rate or Season—On some air routes and at a few hotels, a price level between that charged during the low season and the high season. In the Caribbean, however, rates during the shoulder seasons (spring and fall) have at times been at the year's lowest level.



Service Charge—(1) A specified percentage of a hotel bill (usually 10 percent or 15 percent) assessed against a guest; in return the guest presumably is relieved of the responsibility for tipping. (2) A fee charged to a client by a travel agent in addition to the commissions to him by his principals.

Shoulder Fare, Rate or Season—On some air routes and at a few hotels, a price level between that charged during the low season and the high season. In the Caribbean, however, rates during the shoulder seasons (spring and fall) have at times been at the year's lowest level.

Single—Any facility or reservation to be used by one person.

Single Entity Charter—An air charter sponsored and paid for by a single person, company or organization. None of the passengers may be charged for any of the travel involved.

Single Supplement—An extra charge assessed to a tour purchased for single accommodations.

Sleeperette—A modified first class seat used on some airlines which reclines to an almost horizontal plane.

Split Charter—(1) An aircraft (motorcoach or ship) which has been engaged to perform a specific flight by two or more distinct legal entities. (2) That portion (40 or 60 seats, for example) of an aircraft engaged for a specific flight or flights.

Stateroom—A sleeping room on a ship; may imply more luxury than a cabin.

Stopover—The act of leaving (or right to leave) a flight for an indefinite period (usually 24 hours or more). Promotional

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fares often include stopover surcharges, limit the number allowed or forbid them altogether.

Stripped Package—(1) A package that includes the bare minimum of ingredients necessary to qualify it for an IT number. (2) Any package or tour offering inferior accommodations and/or omitting some or many of the features usually included in an inclusive tour.

Studio—A hotel room with a couch or couches that convert into beds. Thus, a studio may be used as a parlor or a bedroom.

Supplement—(1) An extra, or better grade of, service. (2) A charge for same.

Supplemental (or Supplemental Airline or Carrier)—An airline certificated to offer passenger and cargo charter services. Sometimes called a charter airline or a non-sked.

Supplier—The actual producer of a unit of travel merchandise; a carrier, hotel, sightseeing operator, etc.



Ticket—The written or printed evidence that an individual (or group of individuals) is entitled to transportation, entry, etc. Airlines: The passenger ticket and baggage checks, including all flight, passenger and other coupons therein, issued by the carrier, which provide for the carriage of the passenger and his baggage.

Tour—Any prearranged (but not necessarily prepaid) journey to one or more places and back to the point of origin.

Tour Basing Fare—A reduced-rate excursion fare available only to those who buy prepaid tours or packages. Inclusive tour, group inclusive tour, incentive group, contract bulk inclusive tour, tour basing, and group roundtrip inclusive basing fares are all tour basing fares. Any fare offered by a carrier on which a travel agent may claim a higher commission if he sells specified group arrangements at the same time.

Tour Departure—Related to the operation of any published tour; the date of the start by any individual or group of a particular travel program; by extension, the entire operation of that single tour. For example: a tour operator may schedule a European escorted group tour with 16 departures, that is, the same basic tour may be operated 16 times.

Tour Operator—A company which creates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. Most tour operators sell through travel agents and directly to clients.

Tour Organizer—An individual, sometimes a travel agent, who organizes a group of passengers to participate in a special, prepaid tour.

Tour Shells—Brochures containing artwork, graphics and/or illustrations but bare of copy, which are to be overprinted by tour operators or wholesalers.

Transfer—Local transportation and porterage as from one carrier terminal to another, from a terminal to a hotel to a theater. The conditions of a tour contract should specify whether transfers are by private car or motorcoach and whether escort service is provided.

Twin—Room for two guests with two single beds.

Twin Double—Room for two, three or four people with two double beds.



Vouchers, Tours—Documents issued by tour operators to be exchanged for accommodations, meals, sightseeing and other services. Sometimes called coupons.



Wholesaler—A company that usually creates and certainly markets inclusive tours for sale through travel agents. Often used interchangeably with tour operator, but several distinctions might be drawn: (1) A wholesaler presumably sells nothing at retail; a tour operator often does both. (2) A wholesaler does not always create his own products; a tour operator virtually always does. (3) A wholesaler is less inclined than a tour operator to perform local services. Industry reportage often fails to make distinctions, and to confound things further, many travel companies perform any or all of the functions of travel agent, contractor, tour operator and wholesaler.

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Unique TOURNAMENT Ideas

by Joan E. Price, editor

The company softball tournament is probably one of the oldest programs in the average array of employee services and recreation. Figuratively speaking, this is one event that many managers could handle with their eyes closed.

Why, then, focus on tournaments?

They have been around a long time, that's true. This fact, however, does not mean that tournaments are a stale programming idea. Quite to the contrary, their longevity strongly attests to their popularity among employees.

Tournaments offer other positive points to employee services and recreation administrators, too. They can be tailored to specific employee interests (not *just* softball) and updated to fit current trends. They are a low-cost way to fill out a company's offerings. They encourage camaraderie—and even a healthy amount of competition—among employees. Tournaments today remain a strong element in corporate recreation programming.

Browsing randomly through company newsletters, it seems as though the kinds of tournaments held can be divided into four categories. Each represents a different orientation or approach to arranging the tournament and its participants. Though the review of company newsletters was by no means exhaustive, it did turn up several unique ideas in tournament planning.

INTRAMURAL

The simplest way to organize a tournament—whether it be bowling, tennis, or Trivial Pursuit—is internally, among one company's employees. Not surprisingly, this is the most common approach found in the newsletter reports.

The "Con Cap Summer Racquetball Ladder" is one example of such a tournament, sponsored by Consolidated Capital. Described as an extended type of tournament where employees try to reach the highest level on the ladder, this tournament allows contestants to challenge positions above their own. It is simple both in design and administration: to gain their initial position, employees fill out a form rating their ability from one to five, beginner to expert. Then players receive a set of rules and list of players to contact for "challenge" matches.

A theme and a little dramatic lighting can give a tournament some extra life. Take Amoco Oil Company's "Turkey Bowl," a football game played under the lights at a local high school.

The "Barber-Colman Intershop Softball League" sports such teams as the "Ringers," "Ziggy's Sluggers," "Le Team" and "Snafu." It is a good example of using the natural departmental divisions to create teams for a tournament. In 1978, Corporate Data Processing challenged the Corporate Accounting Department. Next year they played three games, joined by the Textile Division. By 1985, the co-ed league had expanded to nine teams and 150 participants.

It doesn't have to be sports to be a tournament, either. Bechtel's Employee Club holds a "Chess for Fun" tournament.

For those interested in a more lavish event, consider the example of Amdahl's "two week sports spectacular." Here, divisions competed in swimming events, inner-tube water polo, basketball, co-ed volleyball, track events, frisbee throw, obstacle course and tug-of-war. A production like this does not necessarily require on-site facilities. Amdahl held the aquatic events at a local park pool and the rest of the contests at a junior high school.

EXTRAMURAL

Another route to take in creating a successful tournament is by organizing matches between different companies. Besides fun, this is a sure-fire way to rekindle company loyalty and pride among employees.

One focus for an inter-company tournament can be the selection of rival companies. An example of "taking on the competition" is the Cluff Mining Hockey Tournament, in which Cluff

competes against three other mining companies. The games are played over two days in a round robin, with the final game matching the two unbeaten teams.

Another criteria that can be used in deciding on corporate participants is proximity. Allstate employees go to bat against their neighbor, Household International, each year in a softball tournament to support the A.L.S. Foundation. First, the women's teams compete, followed by the officers' game, and finally, the men finish off the day's event.

CHARITY

In addition to enjoyment, tournaments can be planned to serve a special purpose. By either joining a charity-sponsored event or donating the proceeds of a tournament to a charitable cause, employee participation can be enhanced. Likewise, a tournament for charity can foster a positive company image within the community.

The Cook County Sheriff's Office, for example, recently held the "Fifth Annual Cops for Kids" bowling tournament. Designed as a benefit for the Big Brothers/Big Sisters of Metropolitan Chicago, tournament participants were asked to collect pledges in advance on a per pin basis.

Supporting a worthy cause can make employees more apt to participate. Bridgestone Tire Manufacturing holds a softball tournament to benefit Easter Seals.

In some cases, tournament planning is handled completely by the sponsoring charity. This can be a way of offering a large-scale activity and creating a feeling of community among many companies' employees. One such example is Barber-Colman's participation in the "Third Annual Mud Volleyball Tournament." Joining over 1,000 players on 144 teams, employee volunteers put on their "grubbies" to raise money for epilepsy research.

COMMUNITY

The fourth way for an employee recreation manager to offer tournament play is to tie-in to community-based leagues. The important factor in this approach is the necessity of contacting the appropriate groups and making this information available to interested employees. Then, employees can either form a company team or participate on an individual basis. One advantage of community-based leagues and tournaments is the increased possibility of selecting the level of competition desired, a result of the larger field of participants.

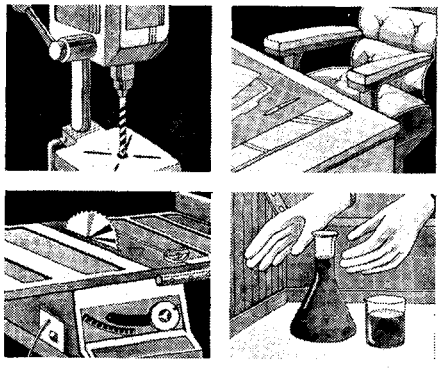
Community groups sometimes sponsor leagues specifically designed for corporate participation. The YMCA industrial tennis league, in which Avco Lycoming participates, is one such example. Avco Lycoming employees also take advantage of the activity offered by the Connecticut Amateur Softball Association.

Whatever the approach—intramural, extramural, charity or community—tournaments can be a mainstay of employee services and recreation programming.

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Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

Because they keep us sitting on the job — with no exercise — no chance to keep physically fit. So our bodies grow soft. We are more susceptible to disease. And industry loses billions in lowered productivity, chronic fatigue, absenteeism, early retirement.

Your company probably can't do away with the desk and chair. But, like over 400 other companies in America, it *can* provide direction and opportunity for employee fitness. A room for calisthenics, an area for running or jogging, bicycle racks and showers.

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OUTPLACEMENT:

A Humane Solution to a Sensitive Corporate Problem

by John D. Erdlen

It has been said that there are three very traumatic separations in our lives: death of a loved one, divorce, and separation from one's job. The loss of a job in some ways may be almost as emotional an experience as the others because people, generally, are totally unprepared for it. Yet, this occurrence happens tens of thousands of times each year . . . a supervisor tells an employee, "John/Mary, you're fired." Often this is someone with whom they have worked for years, which makes it doubly difficult and usually results in a much more emotional situation than is necessary.

Fifteen or 20 years ago, such terminations were much rarer than today. Organizations usually found places to put people when they weren't wanted. To be sure, there were firings, layoffs, and plant closings, and they were just as emotional as today. However, there was usually a pattern, since certain industries have always had a history of employment instability. In those days, most people believed in the "work ethic," that is, if you worked hard and didn't cause any problems, you had job security.

A NEW PHILOSOPHY

Time passes, however, and there have been major unheavels in our economy: foreign competition to a degree never envisioned; significant work force changes; explosive advancements in technology; and an overcrowding of fields that produce business failures. These factors have all affected the work environment dramatically and have made job separations much more common.

As a result, companies have been forced to adopt a "lean and mean" philosophy that often results in a downsizing of the organization. At the same time, even in light of these changes, employees continue to expect the same considerations from their supervisors and their jobs . . . respect and confidence and satisfaction.

It should not be inferred that terminations are less painful today than in the past. They occur more often for a variety of reasons, such as more open and candid performance appraisal systems that allow both parties to make meaningful decisions; plant shutdowns and relocations; and mergers and acquisitions. All of these factors cause people to be released to the job market. Whatever the case, it means that someone is faced with the unenviable task of finding a new position.

Unfortunately, neither the employer nor the employee has been trained to face this distasteful situation. While considerable attention is given to screening and selecting people, rarely are managers provided with any training in terminating workers. Likewise, the employee is seldom skilled in the job hunting process and has usually exercised a hit-or-miss approach in any previous job search.

THE EMERGENCE OF OUTPLACEMENT

In the late 1960s, a concept began to develop that has become known and accepted as outplacement. As time has progressed, the process has been refined so that by definition, outplacement is a program that allows an employer to plan and implement terminations so it can continue to maintain a vital and profitable business. Simultaneously, it permits the individual to make the transition to a new job by providing the knowledge and professional guidance to approach the job market in a disciplined manner and obtain a new position by the most effective and economical means.

Outplacement should be considered by any organization when it becomes necessary to terminate employees due to:

- **Ineffective performance,** demonstrated by an inability to fulfill assigned duties.
- **Reduction** in the work force prompted by contract cancellations, discontinuance of a service or product line, or decreased earnings.
- **Relocation** of the company or plant facility where personnel may not be invited to move or can't relocate due to personal considerations.
- **Merger or acquisition** which requires organizational restructuring and consolidation of the work force.
- **Expansion** where broader skills required in a growth environment may exceed the capacity of incumbents.

A BENEFIT FOR EVERYONE

The benefits of outplacement to both the employer and the employee are manifold. For the individual, it can mean:

- Acceptance of loss (intellectually and emotionally).
- Rebuilding self-confidence.
- A thorough assessment of career direction.
- Development of effective employment search techniques.
- Faster relocation to a new position.

For the organization, it serves to:

- Provide significant assistance to departing employees.
- Alleviate termination anxiety in the organization.
- Eliminate procrastination by management on separation decisions.
- Reduce the level of severance pay

In addition, outplacement reflects considerations for the individual, which fosters good community relations and facilitates future recruiting efforts; serves to improve employee relations with the remaining personnel who might otherwise choose to leave voluntarily; and minimize the prospect of potential litigation which sometimes arises from allegations of discrimination and other sensitive issues.

Once the decision is made to provide outplacement service, the question of how it should be done becomes paramount. This judgment should be based on the competence and immediate availability of inhouse human resources personnel who should be equipped to handle a majority of the required outplacement services.

However, like many other facets of business, there are times when it is advisable to use an outplacement consultant. This decision becomes practical when the time, effort, and individual follow-up required to provide effective assistance to the terminated employee are greater than company personnel can reasonably allocate due to more pressing responsibilities.

The resources and experience of the outside counselor who deals exclusively in outplacement services are usually broader than those found within the organization. The employee is often bitter and resentful toward the company and such an attitude can normally be dispelled more readily by an objective third party.

SELECTING THE CONSULTANT

If the decision is made to utilize an outplacement consultant, the selection becomes most critical. Organizations are judged quite harshly on the manner in which they dismiss their employees. The choice of an outplacement specialist should be made as conscientiously as one selects an executive search firm or other consulting service. Consideration should be given to:

- The consultant's ability to interface with the organization and the individual employee.
- Its knowledge of the job market and the disciplines and job levels involved.
- The background of the consultant assigned to perform the actual counseling.
- Its ability and willingness to make contacts on behalf of the candidate.
- The levels and types of candidates whom the consultant has assisted previously.
- The length and extent of time which the consultant will spend with the candidate.
- The cost (to the company) of providing the type of service which is required.

THE PROCESS

Above all, outplacement counseling, for most persons must be individualized and, therefore, time consuming if it is to be effective. There are no shortcuts if the goal is to acquire a position as good or better than the one held previously.

The actual transition program may need to be structured differently for each candidate. However, the basic steps remain the same, providing the necessary counseling and support to the individual in each step of the process as follows:

Developing Private Data Base—Identifying the individual personally and professionally. This data furnishes the candidate with the self-knowledge necessary to determine career direction and to conduct a successful job search.

Personal Evaluation—Gathering information to provide guidance for the most realistic course of action, including the selection of alternate goals and objectives.

Attitude Awareness—Creating the positive attitude needed to permit the individual to best communicate strengths and abilities.

Resume Development—Preparing a complete, concise, accomplishments-oriented document.

Resource Appraisal—Familiarizing the candidate with every available job source such as: networking, employment agencies, executive search firms; advertisements; and furnishing a candid appraisal of each facet. This evaluation should be done on both a local and national basis, as is appropriate.

Correspondence—Developing results-producing letters for all situations encountered in a job search.

Developing Interviews—Contacting prospective employers and third parties to arrange introductory interviews.

Interviewing—Improving effectiveness in presenting and obtaining information, along with a thorough examination of the interview process and the skills needed to be successful. Role playing may be included using audio/visual techniques.

Salary Negotiations—Assisting in salary negotiations by providing insights into position levels, salary ranges, perquisites and other relevant data.

The New Job—Furnishing advice and counsel to ensure getting started in the most positive manner (after the acceptance of the new position).

In summary, outplacement is fast becoming a permanent fixture in American industry. More organizations are adopting the process, either internally or through the use of consultants. It is a practical and judicious process whose time has come. Both the employee and the employer should be aware of its intrinsic value.

John D. Erdlen is chairman of Costello, Erdlen and Company, a Westwood, Massachusetts-based, consulting firm that provides outplacement, contract recruiting, compensation, training and other human resources consulting services to corporations.

AEROBIC DANCE EXERCISE
Is It For Everyone?

by Edward Kowaleski, M.D.

Aerobic dance exercise has become an increasingly popular form of exercise in the last decade. Minimum start-up costs and accessibility of classes are important, but no more than the fact that aerobic dance exercise provides an enjoyable and convivial road to fitness.

Problems associated with aerobic dance exercise, however, are just starting to be well-documented and point to an alarming rate of exercise-induced injuries, by some estimates as high as 50 percent. Injury rates can be kept to a minimum by following a few general guidelines, using common sense and urging aerobic dance exercisers to "listen to your own bodies."

"No pain, no gain" should not be part of the aerobic dance philosophy. Such an approach can lead to increased injuries.

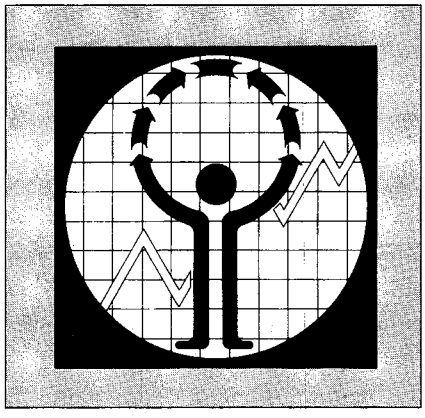
Aerobic participants have to decide how much is too much, when to go for "the burn" and when to rest or to have a light workout. This is all part of listening to their bodies, trying to decide if an ache or pain is potentially harmful or if they can exercise through it.

There are no clear-cut answers, because everyone is different. Each has different exercise backgrounds, previous injuries, motivation for exercise. All of these can affect how bodies "are read."

Good advice: "If something continually hurts—do not push yourself. If it is not fun, don't do it; or at least modify it. You will be much less prone to injury if you adhere to these principles."

Injury Prevention

The decision has been made to exercise. Can risk of injury be prevented?



- Check instructor qualifications.
- Exercise on a resilient surface.
- Use proper footwear.
- Use proper body mechanics—as taught by your instructor.
- Stretch before and after exercise (Bob Anderson's book *Stretching* is a good resource).
- Don't progress to rapidly in the exercise program.

One should not exercise more than three to five days per week in one particular sport. This schedule will help to avoid overuse injuries. Unless one is a finely-tuned athlete, the body needs a 48-hour rest from that particular event. An alternative sport such as jogging or biking can fill in the "off days."

The Basics

The typical aerobic dance class is 45 to 60 minutes in length. The class consists of 10 to 15 minutes of warm-up, 20 to 40 minutes of aerobic exercise, and then a 10 to 15 minute cool-down period. Participants should be able to monitor their heart rate during exercise to ensure that they are benefiting from the workout. To calculate one's target heart rate, subtract your age from 220 and multiply by 70% (range 60–90%).

An example for a 30-year-old: 220 − 30 = 190 × 70% = 133. This means that, during the aerobic phase of exercise, the participant must keep his/her heart rate in the 130–140 range to benefit aerobically. The American College of Sports Medicine has recommended that cardiorespiratory fitness can be maintained by participating in aerobic activity for 15 to 60 minutes three to five days a week in an intensity of 60 to 90% of heart rate reserve.

The aerobic dance facility should have a suitable surface. A wood floor is probably best. A concrete or linoleum floor is worst. The floor needs to provide the right combination of cushion and stability.

Footwear should be strongly encouraged, specifically aerobic dance shoes. Running shoes are not appropriate as they are constructed to take most of the shock absorption in the heel whereas it is really needed in the ball of the foot for aerobic dance.

Instructor Qualifications

Many aerobic dance instructors are minimally qualified to teach any form of aerobic exercise. Qualifications vary termendously among instructors. At present, there are no standardized guidelines for who or what an instructor is, making it all the more important that one do some research.

How much formal training, if any, do potential instructors have? What is their background? How do they keep current with new techniques? Do they participate in ongoing training? Poor technique can ruin a program before it even gets off the ground, so choose instructors very carefully.

Injuries

Most injuries, predictably so, are to the lower extremity with 60–70% of those injuries occurring below the knee.

- **Shin Splints.** (Posterior Tibial Shin Splints), (Medial Tibial Syndrome). Shin splints are the most common injury. Symptoms include pain along the medial (inside) and posterior edge of the tibia that typically starts out as an ache and can progress to continous pain if not attended to. Treatment consists of decreasing the offending activity, ice massage to the affected area, an anti-inflammatory agent (aspirin not Tylenol) and, if symptoms continue, a visit to a physician to rule out other causes for the injury.

- **Plantar Fasciitis.** The foot in most studies is the second most injured area. Arch pain and especially arch pain that begins near the heel is often due to plantar fasciitis. The support structures for the arch attach to the heel via the plantar fiscia, and when this area is inflammed it can cause significant discomfort. Treatment of this condition initially is the same as for shin splints—rest, ice, anti-inflammatory medications.

However, one must pay particular attention to shoe wear, or lack of, with this disorder and one might also be more susceptible to injury if there is a malalignment of the foot, i.e., pronation. A physician should be able to diagnose this problem and if need be refer you for corrective footwear or possibly for orthotics.

- **Knee Pain.** The knee is the next most commonly injured area. The knee is a very complex joint and numerous problems can arise in the knee secondary to aerobic dance. The most common malady is known as chondromalacia patella (patello-femoral dysfunction), (patellagia). This condition arises from putting too much stress on the knee, specifically the patella (knee cap).

Symptons can include gradual onset of pain after exercise, after a period of immobility, i.e, riding in a car, or pain going up and down stairs. Treatment is the same as for the other injuries; however, because of the complexity of the knee, one should not let symptoms continue for too long a period of time before seeking professional advice.

Aerobic dance exercise is an enjoyable and legitimate form of aerobic exercise. It easily fits into a daily schedule and, if done correctly, has minimal potential for injury.

Those wishing more information on aerobic dance might consider obtaining the following articles:

1) American College of Sports Medicine: The recommended quantity and quality of exercise for developing and maintaining fitness in healthy adults. Phys Sportsmed 1978; 6 (October): 39–41.

2) Anderson, Bob: Stretching: Bolinas, Calif, Shelter Publications, 1980.

3) Bates BT, Osternig LR, Mason B, et al: Foot orthotic devices to modify selected aspects of lower extremity mechanics. Am J Sports Med 1979; 7 (November-December): 338–342.

4) Benjamin B: The four keys to injury prevention: Part 1. Dance Mag 1980; 54 (October): 82–84.

5) Koplan JP, Powell KE, Sikes RK, et al: An epidemiologic study of the benefits and risks of running. JAMA 1982; 248 (Dec 17): 3118–3121.

6) Viitasalo JT, Kvist M: Some biomechanical aspects of the foot and ankle in athletes with and without shin splints. Am J Sports Med 1983; 11 (May–June): 125–130.

7) An aerobic dance injuries symposium. Phys Sportsmed 1985: 2 (February): 105–140.

Edward Kowaleski, M.D., is team physician at Michigan State University and assistant director, MSU College of Human Medicine—St. Lawrence Hospital, Family Practice Residency Program.

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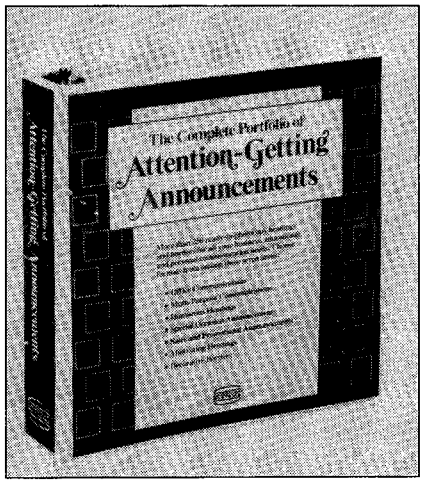
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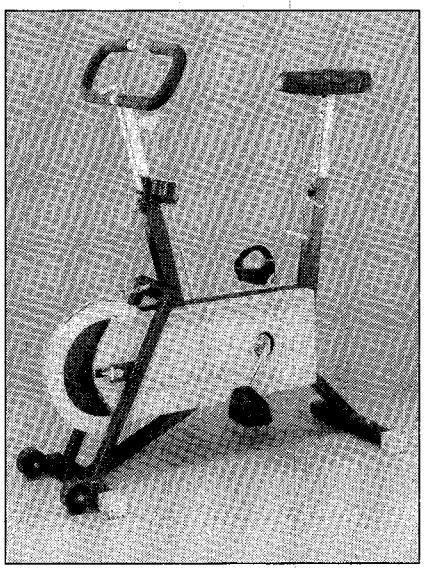
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Universal Fitness Products announces its new Crescent 888 Homebike. With a new design and look from Monark of Sweden, producers for over 20 years of quality ergometers and exercise bikes for the professional and



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For more information, contact Universal Fitness Products, 20 Terminal Drive South, Plainview, Long Island, New York 11803, (516) 349-8600.

Ireland Castle Offers Unique Accommodations

McDonough Hotels has recently joined NESRA as an associate member. McDonough offers two unique properties in Ireland—Dromoland Castle and Clare Inn.

Located in scenic County Clare, Dromoland Castle was the ancestral home of Irish royalty. Today, it offers luxurious accommodations and a full range of activities on the castle grounds, including golf, tennis, fishing, boating and swimming. Clare Inn, a 120-room modern hotel, shares the picturesque castle estate.

The McDonough properties are located only 15 minutes from Shannon airport and provide an excellent base for touring Ireland's historic attractions. The hotels also offer complete conference amenities for groups ranging from 12 to 250 persons.

For more information on Dromoland Castle and Clare Inn, contact Linda Craig, McDonough Hotels, P.O. Box 1825, Parkersburg, West Virginia 26101, (800) 624-1921.

Crowne Plaza Opening Slated for '86

Late this year, the Holiday Inn Crowne Plaza will open in Florida's Walt Disney World Village. The 759-room Crowne Plaza is a new NESRA associate member.

The 12-story structure with three wings will contain meeting and banquet rooms, an entertainment lounge, skylighted "food bazaar," a specialty restaurant, health club, boutiques, lounges and an indoor/outdoor pool.

The Crowne Plaza will be a part of the largest convention hotel complex on the East Coast, with The Sheraton Corporation building on an adjacent site. They will be official Disney World hotels affording guests the same privileges, services and easy access to the Magic Kingdom and Epcot Center as guests at the Disney-operated hotels.

For more information, contact Al Gasparri, Holiday Inn Crowne Plaza, 5750 Major Boulevard, Orlando, Florida 32819, (305) 827-4400.



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A public service message from the IRS

The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim Schriber—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 274-2777.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson-Agnello—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente or Debbie Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1986 NESRA Conference and Exhibit will be held May 14–18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT (312) 562-8130.

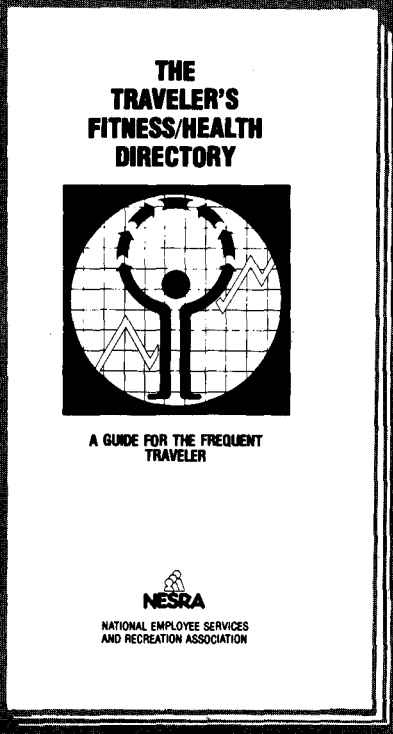
October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn on the Square, Cleveland, Ohio.

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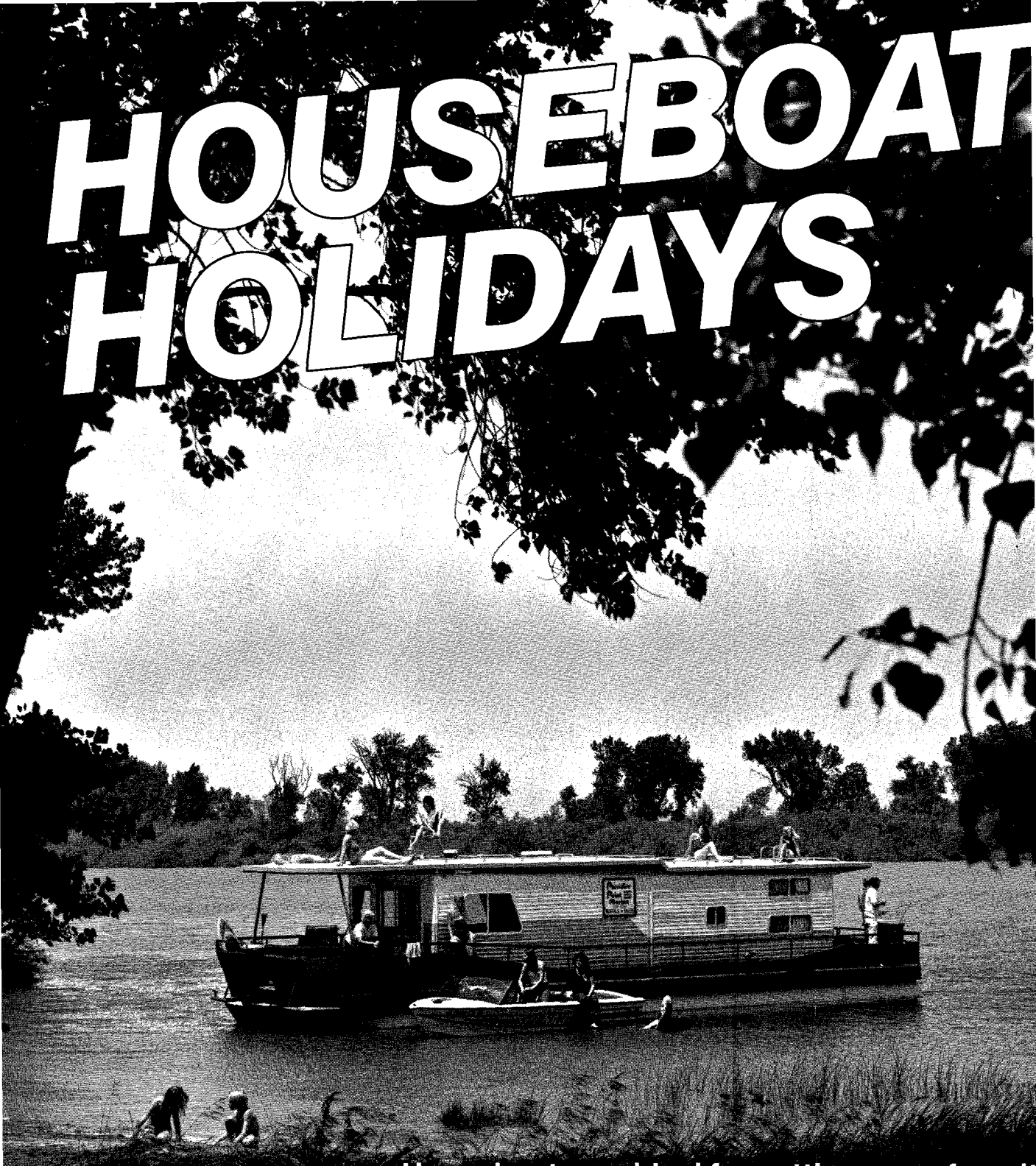
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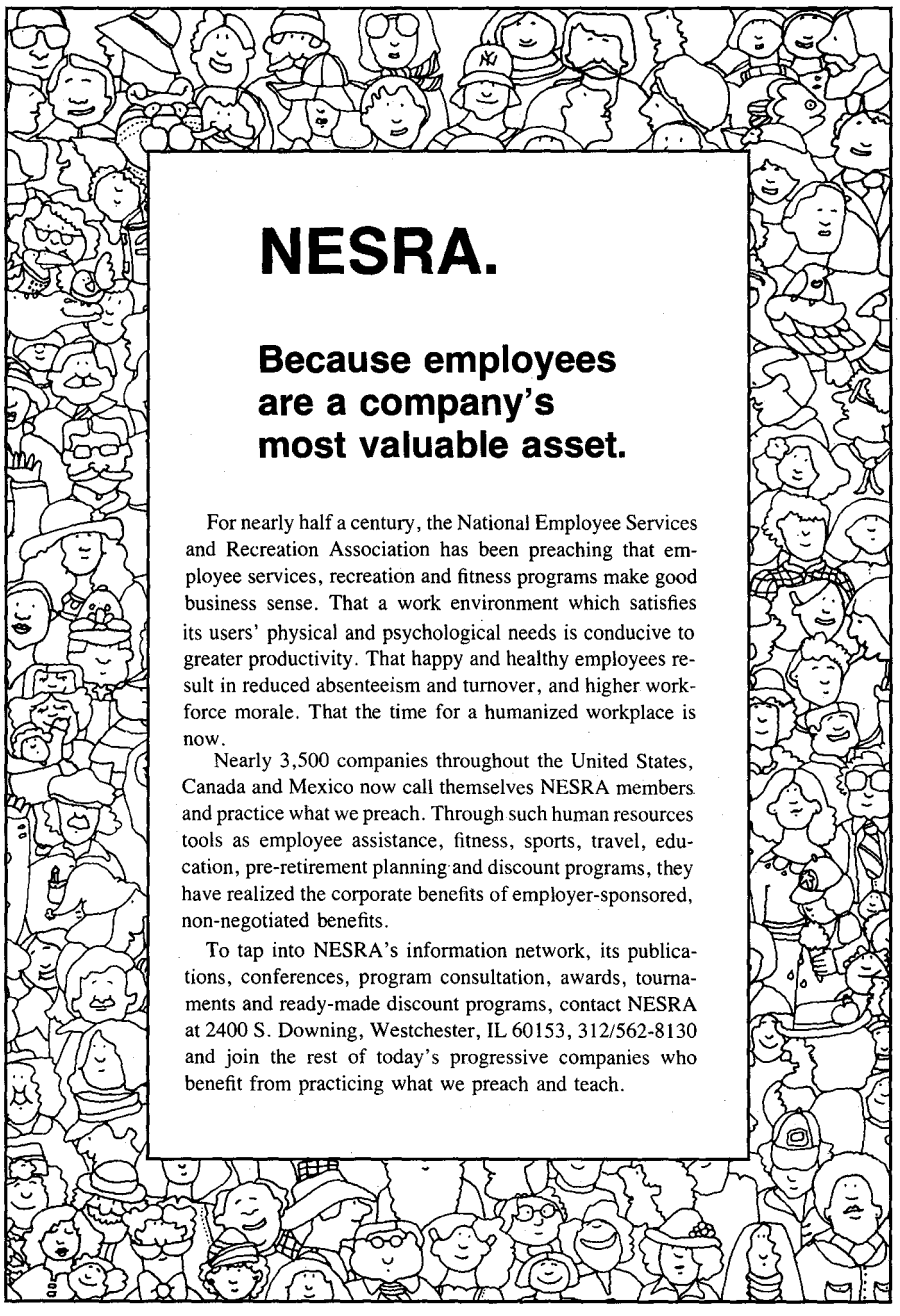
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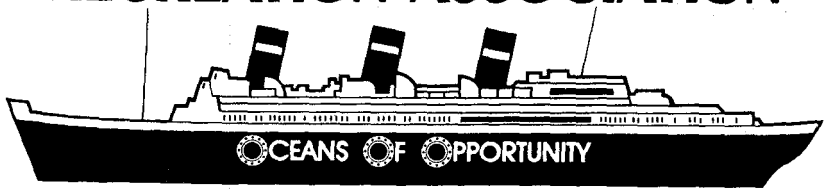
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NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION



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EMPLOYEE SERVICES MANAGEMENT

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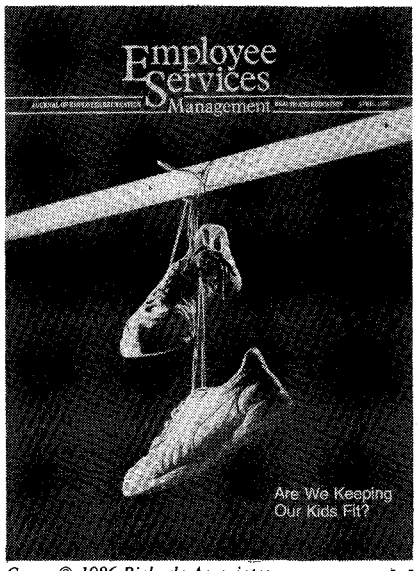
In this issue . . .

Physical fitness in America has developed into a middle-class phenomenon. Overweight adults trying to lose a few pounds, singles looking for a healthy place to meet friends, and employees of companies that are trying to cut health care costs and boost morale are all part of the fitness movement.

At the same time, however, parents who have committed themselves to personal fitness programs may be overlooking their children's physical fitness. "Are We Keeping Our Kids Fit?" explores this important question.

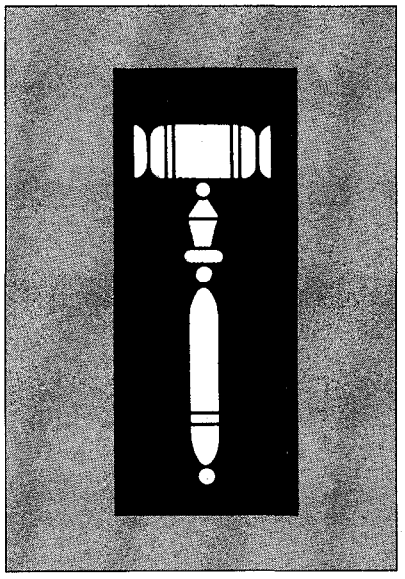
For employee services and recreation managers, "Managing Your Facilities" offers some constructive advice. This article emphasizes the crucial role of facility users in effective management.

If you're looking for the corporate answer to safe, cost-effective exercise, consider walking. "Walking: The Road to Fitness" presents the benefits of this "lifelong" exercise.

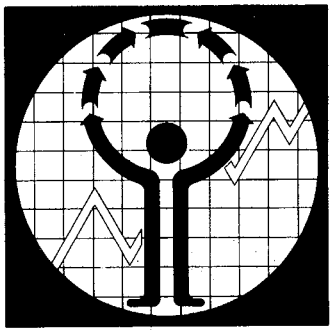


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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

HMOs Face Obstacles to Continued Strong Growth

Although some experts have predicted that health maintenance organizations (HMOs) will eventually dominate the health insurance system, there are signs that these projections may be too optimistic, reports *The Wall Street Journal*.

HMOs offer a complete package of medical services to participants who agree to use a specific group of hospitals and doctors. Great increases in HMO participation over the last few years have made them a force in both the medical and business communities.

One of the major obstacles to the continued strong growth of HMOs is that some employers are losing their enthusiasm for such plans. Their complaints are that HMOs, contrary to their earlier cost-cutting reputation, are not saving employers any money and in some cases cost companies even more than traditional health plans.

In addition, HMOs face strong competition, both from regular insurance plans and the multitude of new HMOs. Many small HMO chains already are being forced out of the market.

On-the-Job Programs Help Smokers Quit

According to a recent report by the U.S. surgeon general's office, smokers have a better chance of quitting successfully when they participate in a program at work rather than a community-based clinic.

U.S. News & World Report writes that smokers in on-the-job programs are more likely to communicate with other participants during the difficult weeks after quitting and thus provide the necessary reinforcement and support.

Currently, an estimated 15 percent of U.S. businesses offer stop-smoking programs for their employees.

Computers Used to Treat Obesity

Behavioral scientists at Stanford University School of Medicine are using microcomputers to treat obesity. In a recent study, published in the *Journal of Consulting and Clinical Psychology*, six obese patients were equipped with an interactive microcomputer system small enough to be carried in their daily routines.

Treatment results in the six patients were compared with those in six matched controls who received similar treatment but monitored its effects using paper-and-pencil methods.

"Patients who received computer-assisted treatment lost about 2.5 times as much weight compared to patients who relied on self-monitoring," reported Drs. Kent F. Burnett, C. Barr Taylor and W. Stewart Agras of the Laboratory for the Study of Behavioral Medicine.



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The study is significant, Agras explained, because behavioral treatment for obesity relies heavily on self-monitoring to provide continuous feedback. When such feedback is delayed until the next meeting with the therapist so are the essential therapeutic instructions and reinforcement. That is by no means ideal.

"Technical advances in portability of microcomputers now provide new pathways for fulfilling the potential of behavior treatments based on self-monitoring," the researchers reported.

Volunteers in the computer-assisted therapy program made regular reports on their eating behavior ranging from snacks to regular meals and exercise. Although the volunteers were expected to make reports following each of these activities, the beeper signal also reminded them to make self-reports every four hours.

Volunteers entered codes for reports on food consumption and physical activity, including duration of exertion. The computer not only stored data but following the self-reports, it displayed for the patient's benefit the total calories reported, and remaining caloric intake limit for the day.

The computer also provided praise and instructions. If the data indicated that caloric intake had exceeded daily limits, the computer instructed the volunteer to stop eating and recommended alternative behaviors. If the data indicated caloric intake within prescribed limits, a message was displayed praising the volunteer with the words, "Fantastic! (subject's name), You have Self-Control!"

While the results, because of the small number of patients, must be interpreted cautiously, stressed Dr. Agras and his associates, computer-assisted therapy opens new avenues for research in behavioral medicine.

New Options in Sick Child Care

Up to age two, children are home sick from 15 to 30 days each year. Between ages three and five, kids are sick from 10 to 12 days a year. From age six to 12, it's two to six days, according to Dr. George Sterne, chairman of the American Academy of Pediatrics' early childhood committee.

To help sove this problem for working parents, *USA Today* reports that about 40 sick-child care programs have been created in the U.S.

New options include care in hospital, at-home and day care settings. Nursing care and a visit by a pediatrician are available for $30 a day at a hospital in North Miami Beach. There are programs in Boston and Minneapolis that offer in-home care for about $8 per hour. And at a San Jose child care center, special sick-bay areas are provided.

IRS Taxes Subsidized Meals

The IRS has issued a temporary ruling that would make the underwritten portion of workers' free or subsidized meals taxable, according to *U.S. News & World Report*.

The new regulation is retroactive to January 1985, covering all meals provided by employers since that time. Employers must inform workers of what percentage they pay toward meals. Employees falling under this rule should check last year's W-2 form to see what their employers have included for free meals.

Some confusion exists as many companies may not be aware that this ruling is retroactive.

Tourism Week Announces Theme

The theme of National Tourism Week, May 18 to 24, 1986, is "Tourism Works for America."

In promoting the week, the Travel Industry Association of America shared the following travel and tourism facts:

- Travel and tourism is America's third-largest retail or service industry.
- Travel and tourism spending in 1984 represented a full 6 percent of the nation's gross national product and 6.9

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million jobs are supported directly and indirectly. In fact, one out of every 15 working Americans has a job relating to the industry.

- Travel and tourism ranks as the first, second, or third largest employer in 41 states. In 13 states, it is the number one employer; in 17 states it is the second largest employer.
- More than 151 million Americans travel for business or pleasure during the year. Nearly 2.8 million Americans travel at least 100 miles from home every day on a trip requiring an overnight stay.
- Travel industry inflation has remained low while the disposable personal income of Americans has increased by 6.6 percent. As a result, consumers are enjoying real increases in their income available to purchase discretionary items such as travel away from home.

World Health Statistics Show U.S. Among Best

The *1985 World Health Statistics Annual,* published by the World Health Organization, shows that Americans live longer, healthier lives than people in most other countries.

According to a *USA Today* report, women live the longest in Switzerland (80.8 years) and men live to be the oldest in Japan (74.8 years). In the U.S., women average 78.4 years while men average 70.9 years.

Japan has the lowest death rate from heart disease at 43 per 100,000. The U.S. rate is 233 per 100,000, still well below the Northern Ireland high of 329 per 100,000.

The number of deaths from road accidents ranges from Malta's 6 per 100,000 to Venezuela's 48.5. The U.S. rate is 18.2 per 100,000.

The complete report used data from 166 countries to determine death rates from 150 different causes.

Weekend Trips Beat Longer Vacations

Most people would prefer to take several weekend trips over a longer vacation equaling the same amount of time, according to a Marriott Corporation survey reported in *USA Today*. The popularity of weekend trips rated especially high among yuppies and families in which the female works full-time.

Study director David Michaelson, whose survey included 1,008 adults, explained, "It's very difficult for two people who work to take off two weeks at the same time."

Survey findings showed that 57 percent preferred weekend trips over a long

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trip. Families took 2.38 weekend trips last year, yuppies took 3.69 and families with full-time working mothers took an average of 2.78 weekend trips. Forty percent of those surveyed indicated that they thought weekend trips cost more per day than longer trips.

Trend Toward Riskier IRA Investments

In 1985, Americans took bigger risks with their individual retirement accounts (IRA) than in previous years, reports *Insight*. If investors put more into stocks and bonds, this trend may continue in 1986.

IRA assets invested in mutual funds doubled last year to more than $30 billion, estimates The Investment Company Institute, a mutual fund trade association.

Showing this shift, the association says, mutual funds and self-directed brokerage accounts have increased their share of the IRA market. Banks and financial institutions, on the other hand, have seen a declining share of the IRA assets invested in their offerings (mostly certificates of deposit).

Industry experts attribute the trend toward riskier investments in part to growing IRA accounts. Individuals who have contributed the maximum $2,000 each year since the IRA rules were liberalized in 1982 have a balance of at least $10,000 today.

Limo Use on the Rise

The use of limousines in the area of tourism is becoming increasingly popular. There are approximately 5000 limousine companies in the U.S. and it is estimated that tourism approximates 20 to 45 percent of their business, depending on the season of the year and location.

Travel clubs, convention center bureaus, chamber of commerces, hotels, resorts, and cruise lines are using limousines as part of their ground transportation. With a cassette tape and an astute driver, a tourist can see the sights of Miami without the added problems of driving or parking.

An interested tourist can go on shopping excursions, visit museums and galleries or even tour historical sights in the comfort and style of a limousine. Limousines are also used for special events such as "Super Bowl Weekend," a "Mardi Gras Celebration" or a "Cherry Blossom Festival."

The National Limousine Association was formed in 1985 to unify the limousine industry nationally. It also alerts the public to the safety and training record of limousine owners and drivers.



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NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

MANAGING YOUR FACILITIES

Johnson Wax's Dick Wilsman Shares His Successful Strategy

by Joan E. Price, editor

"I call it 'managing by committee' or 'management by users.' Yes, 'management by users,' " began Dick Wilsman, recreation director at Johnson Wax.

He had, in those simple opening words, effectively summed up an entire philosophy and carefully constructed process for managing employee recreation facilities. To be successful, Wilsman explained, employee recreation managers need to develop "ways for users to have input into the management of their facilities."

Wilsman ought to know. At Johnson Wax, he is responsible for overseeing the JMBA (Johnson Mutual Benefits Association) Recreation & Fitness Center, a multi-million dollar, three-level facility; the Charles A. Armstrong Park, a 146-acre outdoor recreation area; and the Lighthouse Resort, a complete lakefront vacation resort for employees. In addition, he is currently in the midst of planning the new JMBA Aquatic Complex, a swimming pool facility scheduled for summer 1987 completion.

Basically, the "management by user" theory is supported by input from three groups: individual employees, employee committees, and recreation staff. The key to making this process work is to set up a system for receiving employee input.

Once a good communication network is established, with easy access for the three sources of feedback, the rest should fall into place. Make the users feel that it's their program—through their own decisions—and successful mangement is achieved. The deciding element is the effectiveness of the communication channels established.

> **"To be successful, employee recreation managers need to develop ways for users to have input into the management of their facilities."**

At Johnson Wax, this philosophy is clearly evident. For the employee at the individual level, Johnson offers the "Just Ask" program. This pre-addressed, postage-paid form offers a medium for employees to raise questions and voice opinions and complaints. "Just Ask" is the company-wide program whose coordinator answers questions, either through a letter to the employee's home or through publication in the company newsletter. Other features: employees can submit questions and comments anonymously if they desire or request a meeting with the appropriate individual if they choose.

In addition, individuals can contribute opinions and questions directly to the recreation staff. A suggestion box is located next to the facility's office.

A third channel provided to individual employees is in the form of a questionnaire. At the Lighthouse Resort, for example, employees are asked to fill out a questionnaire, allowing them to rate and comment on everything from check-in procedure and accommodations to the water ski equipment and lounge game room. Setting the tone, the questionnaire opens with "Your JMBA Resort Committee is interested in your opinion on the operation of your Lighthouse Resort . . ."

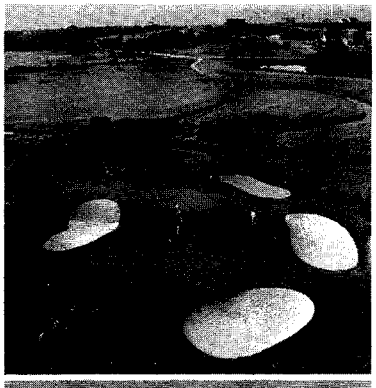
Employee input is also sought through open meetings arranged specifically for this purpose. The planning stages of Johnson Wax's new pool demonstrated this process in action.

"Open meetings to be held on new Aquatic Complex," read the headline in the employee newsletter. The article continued, "Employees and their spouses are invited to attend open meetings on Wednesday, February 5, to view and discuss the design and proposed uses of the new JMBA Aquatic Complex." Both an evening meeting, for first shift workers, and a morning meeting, for second and third shift em-

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ployees, were scheduled to encourage attendance.

"What we were saying to the employees was 'Here's your opportunity to voice your opinion,' " explained Wilsman.

In addition to individual employee input, Johnson has a network of committees that are integral to the management process. A feature of this committee system worth noting is that a combination of ongoing and special-purpose committees are used. This provides a balance between the continuity needed for solid management and the expertise, interest and involvement that keeps program participation high.

An ongoing committee at Johnson Wax is the Recreation Center Committee. It is responsible for the rules of the facility, adjusting the JMBA Recreation & Fitness Center operations guidelines as it deems necessary. True to form, this is accomplished with input from users and staff.

The Facility Advisory Committee is another ongoing group in the system. This committee, consisting of five employees, considers special requests and decides what to do in unusual situations. Generally, it handles out-of-the-ordinary requests to use the facilities.

A good example of the other type of committee that is active at Johnson Wax occurred as part of the pool planning process.

"In planning for the pool, there were many decisions to be made," said Wilsman. "We asked 15 or 20 people with an interest in swimming to be on the steering committee for the project, and they represent all levels of employees, management and factory.

"There were a number of considerations and decisions about depth, size, etc. Visiting successful programs already in operation to find out what they were doing and then taking these findings back to the committee provided us with a lot of useful information."

The pool steering committee was set up in a similar fashion to other special-purpose committees that have been organized over the years.

Wilsman explained, "When the racquetball and squash courts were added, we got a group of both racquetball and squash players together to establish guidelines." By forming this committee, concerns and desires of both groups of players were anticipated and worked out by the users themselves.

The last group whose input is fundamental to successful management is the staff. Because these employees may have almost constant contact with the users, they are in a unique position to gauge opinion, observe behavior and suggest improvements.

At Johnson Wax, a general recreation/fitness staff meeting is held every three weeks. At this time, staff members discuss suggestions that they may have received and exchange ideas until they reach a consensus.

Care must also be taken to include second shift, off-hours or part-time recreation staff in the process. For the JMBA Recreation & Fitness Center, a daily report is required from the evening staff. This report consists of a detailed check-list, covering the maintenance and condition of each area in the facility, and a section to report unusual occurrences. In addition, there is a section that inquires, "Did any questions arise that you could not answer?" This is yet another way to ensure that the lines of communication remain open, even when the full-time staff is not available.

As the Johson Wax case illustrates, the management of recreation facilities can be accomplished more easily when the users are encourged to take on responsibility.

"Of course, you have to have a process," concluded Wilsman, "but basically, management by users means that the people who use the facilities dictate what the rules should be."

Richard H. Wilsman, CESRA and Recreation Director at Johnson Wax in Racine, Wisconsin, is NESRA's Region V Senior Director.



Are We Keeping Our Kids Fit?

by Lee Dukes

Physical fitness in America has developed into a middle-class phenomenon. Overweight adults trying to lose a few pounds, singles looking for a healthy place to meet new friends, and employees of companies that are trying to cut health care costs and boost employee morale are among the most visible participants in the American fitness movement.

At the same time, schools are reducing or eliminating physical education programs, oftentimes without the awareness of parents who have committed themselves to personal fitness programs. A dangerous assumption is that children are receiving proper and adequate physical and health education through their school system.

Physical education in most schools has escaped accountability. What does a satisfactory or unsatisfactory score on a report card mean to the student and parent? Does it include skills, knowledge, fitness level, participation or a combination of the above?

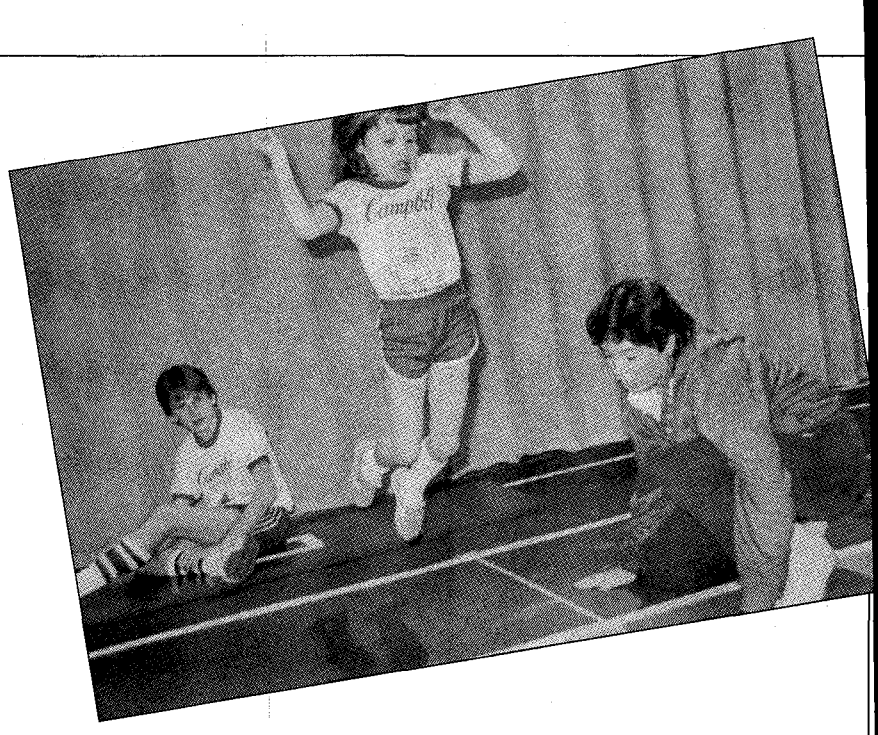
> **"Schools are reducing or eliminating physical education programs, oftentimes without the awareness of parents who have committed themselves to personal fitness programs."**

The National Children and Youth Fitness Study, studying 10,000 children in grades five through 12, reported in 1985 that American youth are not scoring well on tests that measure heart/lung capacity, flexibility, upper body strength, weight, and participation in physical activities. In addition, evidence from this study and other reports shows:

- 40 percent of children ages 5–8 show one heart disease risk factor; of these, 60 percent have more than one of these conditions: elevated blood pressure, high cholesterol or physical inactivity.
- Two-thirds of our nation's youth in grades 5–12 do not have daily physical education.
- One out of six 10-year-old boys cannot do one pull-up.

Continued . . .

KIDS' FITNESS



- Elementary schools teach physical education on an average of 20 minutes, one day per week.

Who is responsible for our children's health and fitness?

As adults, we are responsible for many of the determinants of our own health—we choose to be active or inactive, what we eat, if we use tobacco or abuse other substances, how to handle stress. Our children rely on us to provide leadership in most of the variables that determine health, and those variables can have a lifelong effect.

Elevated cholesterol and triglyceride levels are found in elementary age children, and many high school students are hypertensive. Cigarette smoking and drug abuse can be found on junior high campuses, and the inability to cope with life's stresses results in teenage suicides.

One of the most important things adults can do is serve as positive role models. Exercise with your children. Learn about what foods work with your body, not against it, and incorporate those foods into your family's diet. Spend time with your children, letting them know that you care about them and about yourself. If you smoke, quit. If you plan to quit later (as long as that is not just an excuse), let your children know that you do not approve of the habit. Do not abuse alcohol or drugs. Children are very sensitive to hypocrisy. Hiding your problem does not help them.

Ask school officials if physical education is offered for every student at least three times a week, and if the classes are structured or just free play time. Ask your child if he or she enjoys gym class. Ask your child's physical education teacher if you can observe a class. Do all students participate? How much of the class time is actually used for activities, and how much is spent changing clothes, checking attendance, dividing into teams, etc.? Does the teacher participate?

Do you receive a periodic report of your child's fitness? A new computerized youth fitness report card, the Fitnessgram, is now available for all schools. The program was piloted in school year 1982–83 with 8,000 students in Tulsa, then statewide in Oklahoma in 1983–84. The test program was expanded to include 174,000 students in 49 states in school year 1984–85, and more than two million students will receive Fitnessgrams this year.

Two tests are available for students in grades kindergarten through 12—the Youth Fitness Test and the Health Related Test. Both were developed by the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD).

The Youth Fitness Test, used to determine winners of the President's Council on Physical Fitness and Sports Youth Fitness Award, includes sit-ups, walk/run, sit and reach, and skinfold test or body mass index.

Following testing by the teacher, results are entered in a computer and a Fitnessgram is printed to be sent home to parents. The card reports test results and how those results score, compared to national norms. Suggestions are made to help improve those areas where a student scored poorly.

A report is also generated that allows the teacher to see how his or her students are scoring on each test item. Curricula can then be adjusted to address those areas where improvement is needed.

The Fitnessgram was developed by the Institute for Aerobics Research in Dallas, Texas, and is presented by the President's Council and the AAHPERD. Campbell Soup Company, through the Campbell Institute for Health and Fitness, sponsors the program. For more information, a school official may contact the Institute for Aerobics Research.

For More Information

A list of resources follows:

American Alliance for Health, Physical Education, Recreation and Dance
1900 Association Drive
Reston, Virginia 22091

Campbell's Institute for Health and Fitness
Campbell Place
Camden, New Jersey 08103

Institute for Aerobics Research
12200 Preston Road
Dallas, Texas 75230

President's Council on Physical Fitness and Sports
450 5th Street, N.W.
Washington, D.C. 20001

Lee Dukes is the director of Campbell's Institute for Health and Fitness in Camden, New Jersey. The Institute designs and implements public education, research and employee programs on health and fitness for Campbell Soup Company.

WALKING

The Road to Fitness

by Rob Sweetgall

Back in 1909, the great pedestrian Edward Payson Weston walked from Los Angeles to New York, 3611 miles in 88 straight days. Forget your calculator; that's 41 miles per day—at age 71. Not bad for a man born in 1839, a baby of four pounds, four ounces. Fully grown at five feet, seven inches, "Payse" was still walking daily marathons at age 85. And if it hadn't been for a collision with a New York City taxi cab in 1927, Weston probably would have walked into the second century of his life.

In Weston's day, walking was king. Capacity crowds filled Madison Square Garden and Agricultural Hall in England to watch the "peds" compete in six-day professional races that made our modern day triathalons look like 10K road races. That was 1880–1890 Manhattan. Now we complain when we have to park in the remote lot.

Today shiny barbells, steel machines with fancy cams, bicycle ergometers, rowers, motorized treadmills, perfectly positioned mirrors, and plush, vacuumed carpets characterize many health clubs and corporate facilities. But what happens when that kind of money isn't available? You can start a corporate walking program for "next to nothing."

"Sure you can," argue a minority of non-walking-enthusiasts. "But walking doesn't produce the same fitness benefits as jogging and other intense exercises."

Tell that to the walking spirit of Edward Payson Weston—and the spirit that motivates 60 million American walkers today. The simple fact is that walking does what hardly no other exercise does; it treats the body with "respect." What more could all us Rodney Dangerfield sympathizers ask for?

With today's sports medicine clinics thriving on injured joggers and contact-sport players, the exercise novice is wise to stop and consider the best road to fitness.

MY JOURNEY

From September 7, 1984, to September 5, 1985, I chose my road, walking 11,208 miles through all 50 states. Yes—Weston had impact on me. My purpose, like Weston's, was simply to walk to promote walking.

So how did my body hold out after 11,208 miles of walking—the equivalent of 428 marathons in a year? First, I survived, and without injury. No days that year were lost to illness or injury. No orthopedic problems developed either. Says something for walking, doesn't it?

Most important, my cardiorespiratory capacity increased about 10 percent during the journey. My total cholesterol—despite some desperate periods of peanut butter gorging—remained relatively constant at the low-end of the normal cholesterol band. Triglycerides—the same. Body fat, measured three different ways, consistently fell several percentage points.

Plus, I felt better at the journey's end. All this from no-sweat, easy walking—the same type of low-intensity exercise (heart rate at about one half maximum level) that even the average American can do. This is not to say low-intensity is better than high-intensity exercise. Research has clearly shown the latter to produce a higher aerobic training effect. Again, though, I keep coming back to the average guys and gals. How do we get them off their sofas and on the "road to fitness?"

THE "GAINS" OF WALKING

For years, jogging has given millions of Americans the perfect excuse not to exercise. As a health promoter, I have heard dozens dismiss exercise on the basis of their distaste for jogging.

Walking, though, is different. It doesn't alienate the sedentary, nonath letic type. Besides, walking is safe and pleasant, proving the "no pain, no gain" theory invalid. As the Rockport Company states, walking is "all gain, no pain." It makes sense.

Let's talk about those gains a little more. First consider the most widespread American disease—obesity. About 40 percent of all Americans are living with "spare tires" around their waists, searching for the easy way to let the air out fast. Walking may be the answer. It'll let the air out—maybe not

Continued . . .

WALKING . . .

fast, but the "tire" will deflate.

Mile for mile, walking burns off about as many calories as jogging. That's right; it just takes a bit longer. So whether you jog a nine-minute mile or walk a 15-minute one, expect to burn up a medium-sized apple or small banana. Possibly a bigger banana if you're a heavyweight. Add just 15 minutes of brisk walking to your daily routine, and you'll drop about seven pounds in a year—without changing your diet. Try 30 minutes, and take off 14.

One day in Missouri on my tour, a 350-pound motel manager was inspired enough by my visit to start his fitness walking program. That morning at sunrise he walked with me out of town. At a 3⅓ mph pace, he hit his aerobic target heart rate (140 beats per minute). After we had shaken hands good bye, I was surprised to see him drive up behind me in his junker a half hour later. "Guess what," he smiled, "I made it."

In fact, he made the 3.2 mile round trip look easy. For him it was no pain, all gain. There was one loss—400 calories of fat.

So if you want to burn off that extra milkshake—start walking. A brisk walk will burn five to six calories per minute for the average-weight person. A 15-minute walk knocks off a baked potato. Walk another 15 if you use butter or sour-cream (watch your cholesterol though). A Snickers bar: try 40 minutes (was the taste really worth it?). And for that frothy vanilla milkshake in the big chilled silver cup—go for a two-hour hike. Or you can share that shake with a walking companion if you each have time to walk only one hour. Any way you want to drink it.

In walking off weight, the primary parameter is time. Keep the feet moving. Every step is worth some fraction of a calorie.

HIGH INTENSITY WALKING

Walking as a high-intensity exercise? I'll confess, during most of my decade of jogging, I never thought it was possible to elevate my heart rate to the 70 to 80 percent target zone by walking. Now joggers tell me that. And to an extent I still agree—it is tough. The fitter you are, the tougher it is. However, walking can and will do it. All you need to do is swing your arms fast at your side in a high-energy thrust. Front and back. Front and back. That will hasten your cadence. Heel-toe. Heel-toe. And before you know it, your stepping-rate will skyrocket well above 120 "heel-toes" per minute. For a middle-aged "semi-fit" person, expect a similar rise in heart rate. There you go; you've climbed to one of those high rungs on the "aerobic ladder."

"Mile for mile, walking burns off about as many calories as jogging. That's right; it just takes a bit longer."

We are not talking about racewalking either. This is normal-looking, everyday brisk walking—the kind you do when you see the bus pulling into your stop one block ahead of you.

The good thing about high-intensity walking, though, is that the landing forces on your 52 tiny foot bones are about one third those experienced in jogging. It's truly a "soft touch." It would take a size 28 sneaker to distribute the jogger's landing forces to equal the walker's.

NOT BLAND, NOT BORING

Some will say, "Walking is too bland. It's boring. It does not challenge me." If you're fit and looking for a challenge, try walking a mile in under 12 minutes.

If you're getting bored, consider yours-truly hoofing it solo 10 hours a day across America. Did I become bored? Oh, occasionally. Like the Friday when Nebraska Highway 30 with its 400 miles of flat cornfields started to get to me. That afternoon I came across a golf ball half buried in the shoulder of the road. Kicking my heel into the ground, I spent a few minutes in excavation and came up with an uncut sphere that read "State Farm Insurance." Over the next mile I invented the game of "Highway Golf." How many throws would it take to cover a mile? After three miles I had my slice and hook fairly well under control. Straight stretches were easy as long as you waited for vehicles to pass in both directions. Finally I could sidearm the ball to make a mile in 12 throws. Before I knew it, eight holes (miles) of "golf" had passed.

Fitness is more than a computer printout of "miles," "minutes," and "numbers of push-ups." Every day on the road I'd direct my attention away from those "miles" and "minutes." Often I'd just focus on finding loose change lying on the shoulder of the road. A penny here, a nickel there. For the 50-state journey, I wound up with a tax-exempt profit of $182.82.

There are all kinds of creative mind games you can play to pass the time while walking. Think about where you'll take your spouse on your next honeymoon vacation. Plan a weekend. Solve a work problem. Relieve some stressful anxiety. The beauty of walking is that it gives you the time to be yourself, to feel the wind on your face, to breathe in the fresh air, to appreciate nature and your time on earth, and to figure out who you are and where you're going. Walking gives you the space to think—space we could so well use on the nine-to-five job.

So there you are, sitting at your office desk—a sea of papers stacked under your nose. It's enough to make you dizzy. You just hung up the phone after a half hour conversation with an associate on a problem that you never should have been bothered with in the

first place. Half the morning is gone with nothing to show for your time except a cauliflower ear. That critical project is still buried under the pile.

Procrastinating, you tell yourself, "What's a few more minutes?" And so with two quarters clutched in your clammy palm you head down the hall towards the candy vending machine. There in front of you stands your "medicine": Snickers . . . M & Ms . . . O'Henry . . . Mars. What'll it be? You drop each quarter in. One registers. The other drops straight down "clinging" in the coin return. Again and again, "cling-cling." So you press the return lever, but the greedy vending machine wants to keep your 25 cents as a "security deposit." Next to that lever reads some long-distance phone number to call for a refund. So you bang and rock the four-legged bandit. Two colleagues walk into the canteen on break and observe your behavior. It's Mike and Marvin, the M & M boys.

"What's wrong?" Marv asks.

"This machine's taken me for another quarter ride."

"Let me try," says Mike. His two dimes and nickel are rejected too.

"I didn't want that chuck of chocolate fat in the first place," you mutter. "But now I'm intent on it. I'll bet this inept machine costs the company a hundred-thousand bucks a year in lost time."

"Not to mention what it's doing to our bodies," adds Marv. "Hey guys, what say we forget this thing and just clear our heads on a little walk outside?"

Marv catches a neutral shrug from Mike. You keep staring at your swallowed quarter.

"What do you say," says Mike tugging at your sleeve. You nod okay and together the threesome heads down the hallway to taste the fresh outdoors.

You see, it only takes a quarter to start a corporate walking program. And for that 25-cent piece look what has happened. You and your two colleagues are going to burn off 50 extra calories of stored fat on a 10-minute walking "coffee" break instead of putting 250 calories away.

All during the work-day there are walking opportunities. Could you substitute a few flights of stairs for your escalator or elevator rides? That can be worth several thousand calories a year. What about brisk walking down the halls instead of your funeral march stroll. Ring up another 10,000 calories on your fat cash register. An invigorating 10-minute moderate walk after lunch in place of that weekend weather chit-chat at the cafeteria table can lose you five pounds—without dieting and without any special facilities.

A sympathetic management can make all the difference. Are you looked upon as some "weirdo" walking the sidewalks, or would your management join you for a problem-solving lap around the building? How much would it cost to design that ideal outdoor employee walking loop? Would your management walk the course regularly as role models? And could your company provide modest incentives for enrolled employee-walkers?

There are dozens of creative low-cost ways to custom-engineer easy-gaited, safe (low-liability) walking programs at a corporate site. Most important: A well designed program will attract and help the high-risk sedentary "time-bombs." Just recently, I helped the DuPont Company start a walking program at one of their industrial sites. Within two months, 150 plant personnel were walking on company time. The program cost next to nothing.

No question about it, walking is the perfect lifelong exercise. And it can be the corporate answer to safe, cost-effective exercise and wellness.

THE FITNESS WALKING DIET

Food Description	Minutes of Walking to Burn "It" Off
1 celery stick	5
1 thick carrot stick	8
1 medium chocolate chip cookie	12
½ cup cottage cheese	20
1 slice pizza	30
1 bagel & jam	40
1 cup fruit yogurt	45
1 cup ice cream w/ toppings	60
1 serving baked lasagna	70

Robert J. Sweetgall, President of Creative Walking, Inc., in Newark, Delaware, helps organizations establish walking programs. His first book, Fitness Walking, *won* American Health *magazine's 1985 Health & Fitness Book Award.*
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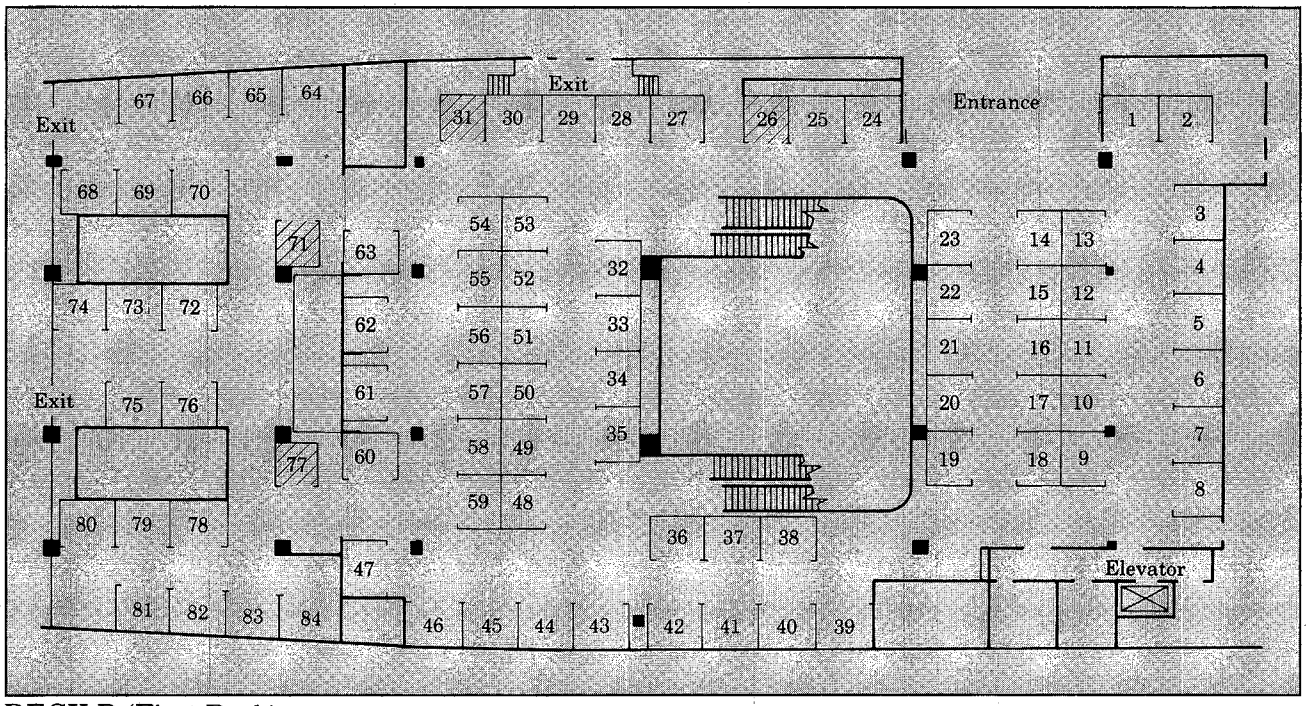
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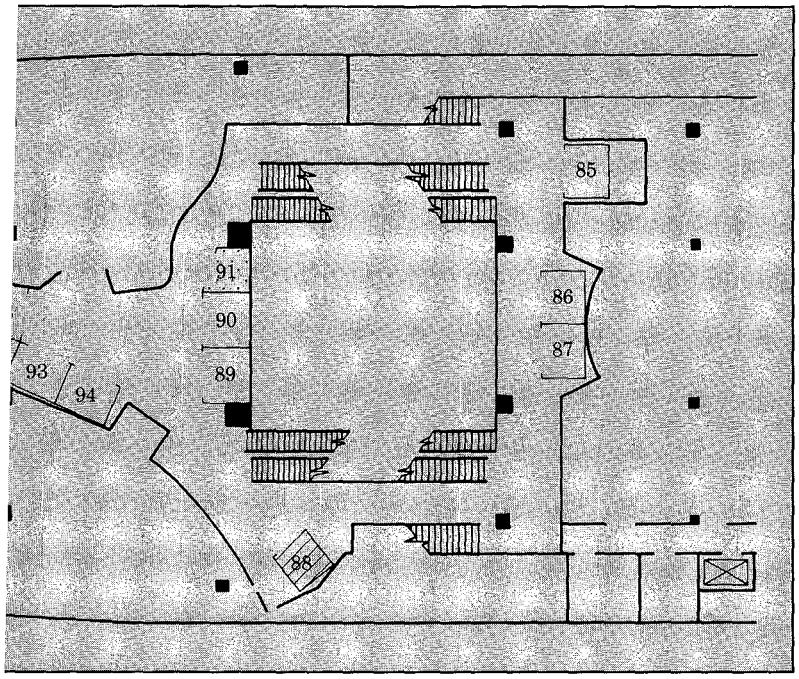
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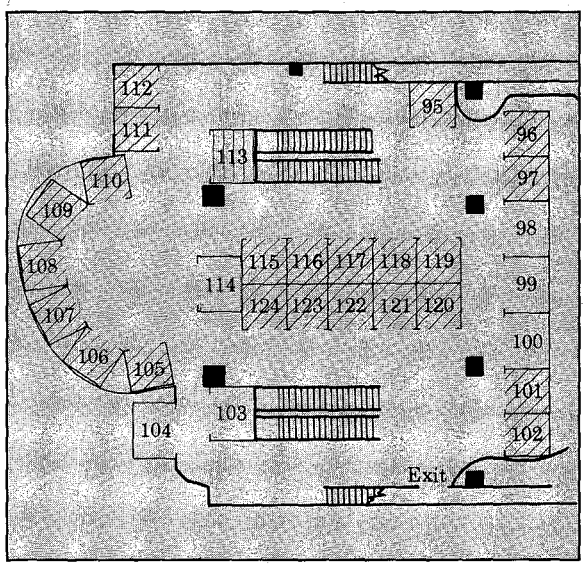
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Computer Mail Puts Recreation On First Base

by Ronald F. Ribaric

Communication of the various activities and happenings offered through the recreation office is an important factor in a successful recreation program. There are numerous methods available for communication of activities to the employees. Bulletin boards, newsletters, flyers and posters are a few of the methods that have been used successfully as a means of communicating recreational activities to employees. The computer has opened yet another medium for publicizing the recreation programs. This new method is computer mail.

The recreation office has a variety of uses for computer mail; i.e. listing of schedules of upcoming events, communicating with various clubs, announcing meetings and sending schedules of sport leagues to all involved employees.

Computer mail (electronic mail) is a system by which information is made available to individuals or groups via computer terminals. This data can be sent to individuals by keying a certain access number of the person that is to receive the data; only that person can obtain the data. The information can also be made available to groups as needed. Computer mail can be used to send memos, letters, schedules, announcements or any data that you would normally put in writing. The data will be stored and can be brought up on the computer monitor for review or printed if a hard copy is needed.

Once the general concept of computer mail is understood, the next step is the equipment required. (A minimum of two computer terminals and a computer are needed to be operable.) A central processing unit, monitor, printer and a modem (phone hook-up) are required. The mail is sent through the telephone lines: This allows the mail to be sent from office to office or state to state. When the system is developed, a simple access code of numbers and/or letters allows the operator to connect to all other computer terminals in the system.

> **"The computer has opened yet another medium for publicizing the recreation programs."**

There are a number of pre-packaged programs available. Most of the major computer companies have computer mail programs that offer a variety of functions. The various programs should be examined to determine the vehicle which will respond to a majority of the requirements within the user's company.

Each computer mail program has various functions. The basic mail system, in which letters or memorandums can be sent to other individuals or groups on the system, is one function available. When the document is sent, the computer of the person or persons receiving the letter will notify the receiver that a message is waiting. This is accomplished in a number of methods; the most common is a blinking cursor on a certain portion of the screen.

The person to which the letter was sent can read the message on the screen and then four options arise: discard the computer memory of the letter, save the document in the computer memory, transfer the document to hard copy by use of a printer, or pass the document to another terminal. These options are available with most computer mail systems but limitations do vary with the different programs available. Such variables as the length of time a memorandum will be held in the memory, number of memorandums that can be stored and the total length available for an individual document may be limited. These and other considerations should be investigated prior to making a final decision on computer mail software.

A second portion of the computer mail system is a calendar screen. This option has the capability to maintain the user's calendar of appointments and activities. The calendar option can be used to supplement the commonly used desk calendar. This system provides a daily print-out of the schedule for that day, including time and place of meetings, subject and attendees of the meetings. The next day or any other dates

can be printed. These daily calendars can be produced on a monthly or yearly basis for a permanent record.

> **"The recreation office has a variety of uses for computer mail—listing schedules of upcoming events, communicating with various clubs . . ."**

The calendar system can also help schedule meetings with others on the computer mail system. If a person requires a meeting, the required date and names of the individuals to attend can be typed into the system. The computer schedules the meeting when the individuals are available. This saves time and effort on the telephone in arranging a meeting. Some software offers the capability to also schedule meeting rooms or locations at the same time the meeting is arranged. The location and schedule of conference rooms are placed in the computer. When a meeting is scheduled the computer can in a short time locate an available room and schedule it.

Any data that an individual would keep on their daily calendar can be stored on the calendar option of the computer mail system. Availability can be obtained at any terminal on the system. This allows the user to make adjustments and review their calendar at any time. The calendar option can save both time and effort on the part of the user.

The computer mail system can also be used as an address book. The storing of names, addresses, phone numbers and pertinent information is available at the touch of a button. Some software offers the capability to have the computer dial the phone numbers for you and redial if the line is busy. Other systems offer the option for the user to contact their computer from another computer located outside the facility. This includes units from other states or countries if the proper attachments and software are available.

The basic attachment needed in this situation is a modem, which simply attaches the computer to phone lines. If this requirement is necessary for the needs of your system, examine a number of software packages and choose the package which will best fit your needs.

In the normal daily use of the personal computer a number of various uses occur. Budget items, statistics and reports are only a few of the uses available with a microcomputer. With a computer mail system, all or part of these items can be sent to the other microcomputers that are part of the specific electronic mail system. Software is available which allows the user to pull out parts of stored data and make one report. This option is a valuable part of the computer mail system.

The computer mail system offers a variety of options to the recreation program. The mail system allows the recreation administrator to send correspondence to the recreation committee, club chairperson or any other group to which information must be distributed. The notification of the softball meeting can be sent to all participants and agenda for the recreation committee sent to specific committee members. These are just some examples of the correspondence that can be sent to those individuals who have access to a computer mail system.

If the recreation administrator requires a meeting of the advisory committee the administrator can, through a computer mail system, examine all the daily appointment calendars of those who are needed at the meeting. The system can then arrange a meeting time which is convenient for all and schedule an available conference room. The computer mail system can then place the meeting time and place on each person's daily calendar. Also, a short note can be sent to each person the day before the meeting as a reminder.

Large group meetings can also be arranged in a similar fashion, except for having the computer tailor the arrangements to fit many different schedules. This data is them placed on the computer calendar to inform everyone of the meeting. The individuals interested will retain this data; those that do not have the interest can erase this portion of their computer memory.

Scheduling is an important capability of the micro computer mail system. Schedules for various activities such as softball can be developed and stored. Staff and facility schedules also can be kept in the computer. This gives everyone with a terminal access to the schedule. Care should be taken to eliminate the possibility of anyone adjusting or changing these schedules. Only the recreation staff should have access to change these schedules. Placing schedules in the computer mail system allows for the participants to obtain immediate updates on changes or deviations from an original plan.

> **". . . announcing meetings and sending dates of sports league games to all involved employees."**

These suggestions offer a few methods in which the computer mail system can operate. The systems vary with the type of equipment and the software capabilities. Determine the needs, find software and equipment that will meet those needs, then develop a system. The individual program needs will be a major factor in how the system is used. Allow for flexibility in any system so that expansion is possible. When all these steps are completed, you are on your way to a more efficient program.

Ronald F. Ribaric is Recreation Administrator, Martin Marietta Orlando Aerospace, in Orlando, Florida.

TAX TREATMENT OF EMPLOYEE FRINGE BENEFITS:

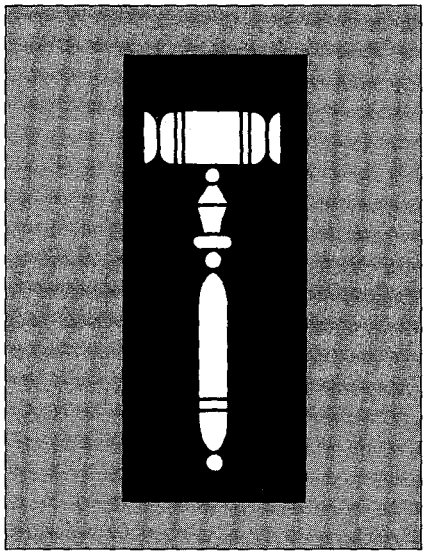
Athletic Facilities, Subsidized Eating Facilities, Legal Services, Child Care and Educational Assistance

by Christopher B. Nelson and Kenneth A. Krol

When an employer considers which of various fringe benefits to offer to its employees, it will invariably consider the tax effect of fringes on those employees. Those fringe benefits whose value is not included in the employee's gross income for federal tax purposes will be better appreciated by the employee and will more likely be offered by the employer. The employee is less likely to appreciate a benefit when his taxable gross income must be increased to reflect its value.

At the same time, the employer will be less than thrilled by the additional administrative time and expense that will be required to determine whose gross incomes should be raised and by how much. In other words, taxes are important to corporate decision-makers even when the issue is whether to sponsor or provide employee athletic facilities, subsidized meals, child care facilities, group legal services, educational assistance, free parking, employee merchandise discounts, cocktail parties, picnics, softball teams, Thanksgiving turkeys, holiday hams, or morning coffee and occasional donuts.

Historically, most of these non-traditional benefits were not covered in the Internal Revenue Code and attempts by the IRS to resolve these questions by regulation were frustrated by Congress. Finally, Congress passed the Tax Reform Act of 1984, spelling out the statutory exclusions, most of which were effective January 1, 1985.



Among the fringes now expressly excluded from an employee's gross income are the following: 1) no-additional-cost services (e.g. allowing excess airline or railroad tickets or unused hotel rooms to be used by employees); 2) qualified employee discounts (merchandise discounts which do not exceed the employer's gross profit on the merchandise); 3) working condition fringes (vehicles used in connection with business); and 4) *de minimis* fringes (those which are so infrequent or so small as to make accounting for them unreasonable, e.g. occasional personal use of the company photocopier or typing services, taxi fare for occasional late overtime, holiday gifts, turkeys, coffee, picnics or cocktail parties).

The IRS has recently published temporary and proposed regulations interpreting apart of the new law. Most of these concern working condition fringes and business-related expenses. This article will focus on the tax treatment of other, less traditional fringes which are frequently offered to make the workplace more attractive to the employees.

EMPLOYER-PROVIDED ATHLETIC FACILITIES

The value of employer-provided athletic facilities (for example a gym, pool, tennis court or golf course) will remain untaxed. The facility must be operated by the employer so that substantially all of the use of the facility is for employees, their spouses and their dependent children.

The facility may be owned or leased, but may not be a facility for residential use. Therefore, a resort with accompanying athletic facilities would not qualify for the income tax exclusion. The exclusion does not apply to membership in an athletic facility (such as health clubs or country clubs) unless the facility is operated by the employer and substantially all the use of the facility is by employees, their spouses and their dependent children.

EMPLOYER-OPERATED EATING FACILITIES

The IRS has declared open season on many employer-operated cafeterias, vending machines and lunchrooms. Employees' gross income must include the difference between the amount paid by the employee for a meal and its fair market value, unless certain conditions are met. In order for an employee to be eligible for this exclusion, a facility

must be owned or leased by the employer and located on or near the employer's premises. The facility must be operated by the employer so that substantially all of the use of the facility is for employees immediately before, during, or immediately after the employees' workday.

The facility's revenue must equal or exceed its direct operating costs. The direct operating costs must be determined for each dining room or cafeteria and includes the cost of food and beverages and the cost of labor to perform services primarily on the premises of the eating facility. In other words, there is no such thing as a free lunch. If the employer provides food at less than its cost, the employee receives an increase in his or her taxable income.

In addition, the IRS regulations contain prohibitions against discrimination in favor of officers, owners and highly paid employees. In general, in order for the value of this benefit to be excluded from income, the meals must be made available on substantially the same terms to a group of employees that does not discriminate in favor of officers, owners or highly compensated employees. Nor may the executive group's use of these facilities be excessive.

If the facility does not meet the above requirements then the taxable value of the meal must be included in the income of the employees receiving the meals. This amount can be determined on an individual meal basis or based on the total value of the entire subsidy allocated among all employees in any reasonable manner. Either way, the fair market value of an individual meal is calculated by taking 150 percent of the direct operating costs. The individual meal subsidy would then be the difference between the fair market value of the meal and the price charged.

For example, if a facility's receipts equal 50 percent of its direct operating costs and the price charged for a meal is $3.00, then the direct operating cost for that meal would be $6.00. The fair market value would equal $9.00 ($6.00 × 150%) and the individual meal subsidy which must be included in gross income, would be $6.00 ($9.00 value—$3.00 charge).

However, if the employer had charged its cost of $6.00 for the meal in the first place, the employee would not have to include anything in his gross income. The IRS is, thus, hitting employees with a tax at an inflated premium when the employer charges less than its actual cost. We can only guess whether this will cause some employers to discontinue their programs altogether.

OTHER BENEFITS

Many employers are providing on-site child-care facilities at reduced rates to employees. These can sometimes be a substantial basis for the company's attraction to parents of young children. In some cases, employees pay a part of the cost; in others, the employer will bear the full cost. One may expect that child-care facilities will be taxed on the same basis as are employer-sponsored athletic facilities but the IRS has not yet clarified the issue by issuing regulations.

When Congress adjourned for the holidays, it allowed three employer-paid benefit exclusions to expire effective December 31, 1985: pre-paid legal services, educational assistance and van pooling. Unless Congress acts to reinstate these benefits, (and many observers are persuaded it will), employers will be left paying for benefits, the value of which may also be included in an employee's gross income.

Christopher B. Nelson and Kenneth A. Krol are lawyers with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.

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At the Conference: Oceans of Wellness

by Bob Pindroh, CESRA

The health and wellness portion of the 1986 NESRA Conference will provide recreation practitioners with "oceans of opportunities" to enhance their knowledge and skills in this vital area of employee services and recreation. Soaring health care cost and the need to control them make attendance at these sessions vital.

Peter Brown launches the wellness program at the General Session Luncheon on Thursday, May 15th, by discussing the "Wellness Continuum" (see February '86 issue of *Employee Services Management)*. Early Friday morning, attendees have an opportunity to "hit the deck" with an exercise session designed to increase vigor and assist in setting up a company wellness program—without facilities.

Art Turock, author of *Getting Physical,* addresses a general session later that morning on "Sustaining Exceptional Performance." His address will cover a 10-minute plan designed to:

- Create immediate breakthrough in performance by design, instead of coincidence.
- Maintain relaxed animation in high-pressure, high-risk environments.
- Clarify the difference between committed action and anything else—interests, wants, hopes and intentions.
- Recognize specific motivational traps that sabotage consistent high-quality performance.
- Develop new systematic habits rapidly and with ease, instead of struggling to maintain undesirable yet necessary self-discipline.
- Maintain a functional balance between professional activities, significant relationships and physical well-being.
- Discard standard "rules" of behavior change that actually cripple possibilities for consistent high-level performance.
- Accurately assess the inevitable risks of pursuing exceptional performance.
- Operate at the heightened pace needed for sustaining superior productivity and profitability, while feeling deeply satisfied and even invigorated.
- Create "stretching" opportunities that build momentum to shatter old performance standards.



If you are not a highly motivated professional ready for advanced levels of self-motivation and achievement, you may want to miss this session. But should you?

Concurrent sessions will be offered by Donald DeMars from DeMars and Associates; the President's Council on Physical Fitness on "How To Develop a Cost Effective Fitness Program;" and Turock to help you in overcoming excuses, gaining commitment and setting the example as the wellness professional.

On Saturday, Shirley Wilson (president, Healthworks U.S.A.) will explain why "Good Health Is Good Business." Her presentation will cover the people, planning, programming and promotion necessary to ensure high participation in your wellness program and maintain positive health practices.

Rounding out Saturday's sessions will be a 5K run/walk which will take place in the beautiful Long Beach harbor area. T-shirts will be given to all participants, and unique awards will be presented on Sunday to male and female winners as well as randomly selected finishers. You don't need to be in "shape" to participate—just participate!

The wellness programs continue Sunday morning with Jack Medina, a fitness specialist from Los Alamos National Laboratory in New Mexico. Medina's session will put you and your company on the "Road to a Healthier Lifestyle." A dynamic speaker, Jack Medina, will cover:

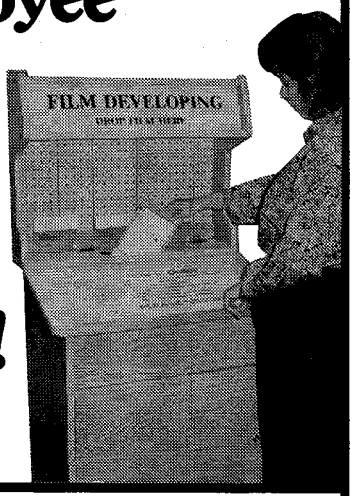
- The problems of exercise and why most people don't.
- Breakthrough in exercise brought about through our space research program.
- Combined theories of exercise and realistic programs applicable to virtually every man, woman and child in America.
- The key to getting people motivated to start their exercise program and stay with it.
- How to evaluate your own fitness on a regular basis.
- How to exercise with a bad back without making it worse.
- How to take two to four inches off your waistline in 14 to 90 days without doing sit-ups or leg lifts.
- Are you overweight or just over-fat?

Medina's message "will turn your people on to better health and a more enjoyable way of life."

As a recreational professional, leader, volunteer or student, the 1986 NESRA Conference will offer you literally "oceans of opportunities" in health and wellness. Help your company reduce its health care cost and your employees enhance their lifestyles by participating in the 1986 NESRA Conference wellness programs.

Bob Pindroh, CESRA and Executive Director of Lockheed Employee Recreation Club in Burbank, California, is NESRA's Region VII Director.

An Employee Benefit That Benefits Your Company!



How often do you hear of an employee benefit that also benefits the company? Better still, that costs your company nothing!

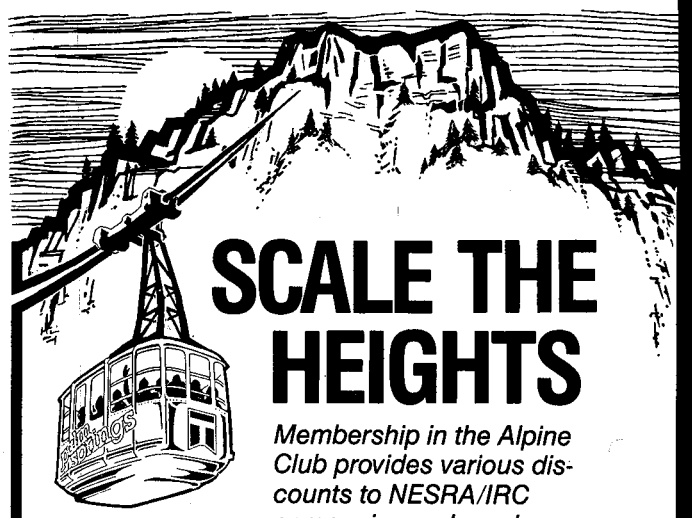
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SCALE THE HEIGHTS

Membership in the Alpine Club provides various discounts to NESRA/IRC companies and employees when they visit the Palm Springs Aerial Tramway.

Visit us in **booth #77** at the NESRA Conference. We'll have a special gift just for you!

palm springs aerial
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Open weekdays from 10 a.m. Weekends from 8 a.m. Last car up at 7:30 p.m. Groups welcome. Entrance on Highway 111 north of Palm Springs. Call (619) 325-1449 for information.

NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation to:

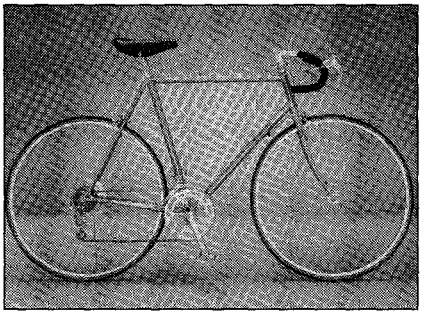
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Olympic Bicycle Success Passed on to Consumer

A new generation of American-built bicycles, spawned by the United States' Olympic Games successes in 1984, is offering "more bike for the buck" for recreational cyclists.

A revolutionary bicycle, Raleigh Cycle Company of America's new Technium, is made from both aluminum and steel and is assembled using



space-age technology. The Technium bike is 2½ to five pounds lighter than comparably priced steel models, yet is half the price of similarly lightweight aluminum machines.

The original Technium was developed and built for $40,000 for members of America's 1984 Olympic cycling team. Consumer models, however, are retailing for between $260 and $350.

For more information, contact: P. H. McCullough, Raleigh Cycle Company, (206) 395-1100.

Portable System Tests Fitness

A compact, portable health and fitness testing center with an on-board computer system has been developed at The University of Michigan.

The Lifestyle Analysis System, consisting of five mobile modular units to handle all of the essential functions involved in collecting and analyzing health information, will soon be available to hospitals, corporations and other organizations which provide on-site health screening to employees or clients.

Three of the system's units are used for collecting information such as body fat, flexibility, grip strength, lung capacity, blood pressure, and exercising and resting heart rate. At the fourth work station, test information and other health data are entered into the computer, equipped with specially designed software to provide a printed analysis of the individual's current health status. The fifth unit contains a slide projector and a display area for health promotion literature.

Further information about the Lifestyle Analysis System is available by contacting the U-M Fitness Research Center, 401 Washtenaw, Ann Arbor, MI 48109, (313) 763-2462.

Wallyball Encourages NESRA Teams

Wallyball International Incorporated is teaming up with local NESRA chapters to create a national corporate league program.

As *Newsweek* recently questioned, "What do you get when you string a volleyball net across a racquetball court, toss in a handful of mobile young professionals and supply them with an electric-blue rubber ball to bat around? The answer is wallyball (volleyball played in a racquetball court), perhaps the biggest sports/fitness craze to hit upscale America since nautilize became a verb."

Several members of NESRA have had a chance to invite their associates and employees to join a Wallyball International Inc. Wallyball league. Joe Ball, vice president of Toyota Employees Activity Association, commented, "Wallyball is the best team sport answer to aerobics. Once our people started playing in the Wallyball league they have become totally hooked on the sport. The best part is that Wallyball International Inc. does all the organizational work to put the league on."

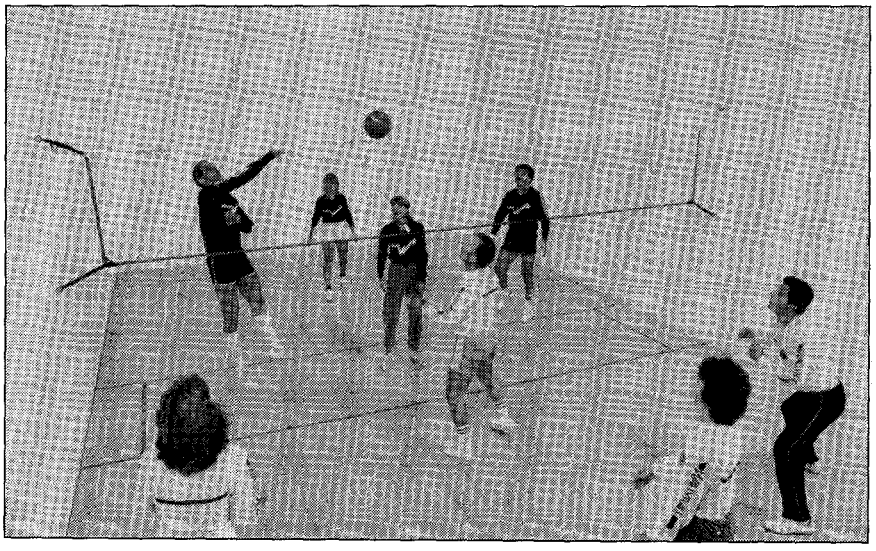
Twenty-three Wallyball International Inc. leagues have been formed throughout Los Angeles, Chicago, New York, Detroit, Columbus, Philadelphia and Windsor, Ontario, and will be expanded to other cities in late 1986.

Anyone interested in more information may contact the creator of the sport, Joe Garcia, at W. I. I. 11050 Santa Monica Blvd., Los Angeles, CA, (213) 447-8534.

New "Winners" Film Released

There is a movement afoot that is giving inspiration, joy and improved health to those past middle age. This movement is exemplified by the participants in the World Masters Track and Field competitions, who are shattering stereotypes and redefining human potential.

Filmed at the World Games in Puerto Rico, "Winners All Our Lives" explores these new directions and shows the motivation, techniques, exhilarations and camaraderie of these over-40 competitors. This is a film about goal-



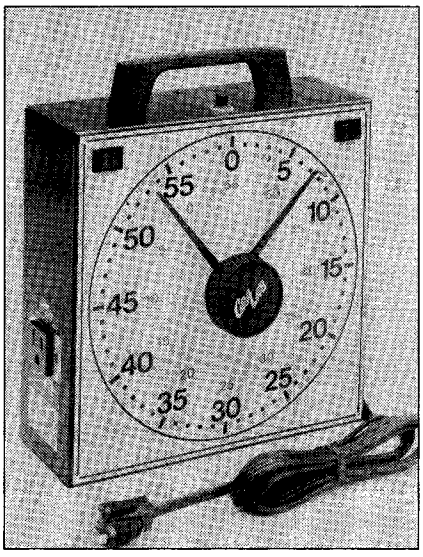
setting, about finishing what you set out to do. It's about using techniques like guided imagery to enhance emotional and physical well-being. It's about attitudes that can lead to excellence in all aspects of our lives, that can inspire us all to sprint to the finish.

For more information, contact: Dana Balibrera, Management Training Systems, 5594 Backlick Rd., Springfield, VA 22151, (703) 750-1066.

Athletic Sports Timer Available

The GraLab Model 165-S Sports Timer, made by Dimco-Gray Co., is an accurate, versatile and portable unit designed for athletic officiating.

Its large, easily-read eight-inch dial with minute and sweep second hands always shows the amount of time left to play in minutes and seconds. After being set for any period of time up to 60 minutes, the timer counts backwards from its setting, and a built-in buzzer will automatically signal the end of the period.



Horns, bells or lights can be plugged into the grounded, switch-controlled receptacle to serve as a master timer, if desired.

For more information on the GraLab Sports Timer, contact Dimco-Gray Co., 8200 South Suburban Road, Centerville, Ohio 45459, or telephone (513) 433-7600.

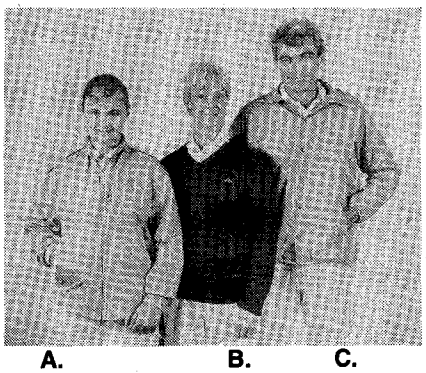
Package Offers Back Fitness Resources

This package, produced by 3 S Fitness Group, provides effective education on back fitness and injury prevention. The package includes: three articles (printed one side on a 8½″ × 11″ sheet), ready for reprinting in newsletters or as a handout; a 28″ × 40″ instructional wall-chart; and a sample copy of the participant guidebook *Bend & Stretch*. These resources are available individually or as a complete kit. Cost of the complete kit is $45.00. Discounts are available for quantity orders of the chart and booklet.

For more information contact 3 S Fitness Group, Dept. ESM, P.O. Box

A SPECIAL OFFER TO NESRA MEMBERS!

Now, you can order jackets and sweaters embroidered with the unique NESRA emblem. Help spread the word about NESRA. Crown Fair of New Jersey, Inc., a NESRA Associate Member, is making their jacket and sweater lines available to NESRA members at special promotional prices.



A. B. C.

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- Participate and encourage the promotion of NESRA
- Build spirit throughout your NESRA Chapter
- Build spirit and support throughout your NESRA Region

NESRA

	Price FOB NJ.
A. Sarulli, lightweight, dress jacket available in Mens & Ladies sizes in Tan, Grey, Black, Burgundy.	$22.75 Ea.
B. Health Club lightweight, V Neck Biloft sweater available in Mens & Ladies sizes in 10 assorted colors.	$10.00 Ea.
C. Health Club, lightweight wind breaker available in Mens & Ladies sizes in Navy, Royal, Red, Burgundy.	$12.75 Ea.

HOW TO ORDER: Contact Robert Ross at 201/768-7331 or 201/792-3030

Direct orders and inquiries to Robert Ross
c/o Crown Fair of New Jersey, Inc.
553 8th Street, Hoboken, NJ 07030

*NOTE: All items can be ordered in unlimited quantity year 'round, and are washable.

705, Santa Barbara, CA 93102, (805) 969-4004.



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Easy to apply, it adheres to most surfaces indoors and out. Skid-X can be applied to ramps, in playground areas, rest rooms, and around pools—wherever slippery surfaces pose a safety hazard. Skid-X dries within hours of application and leaves no heavy fumes.

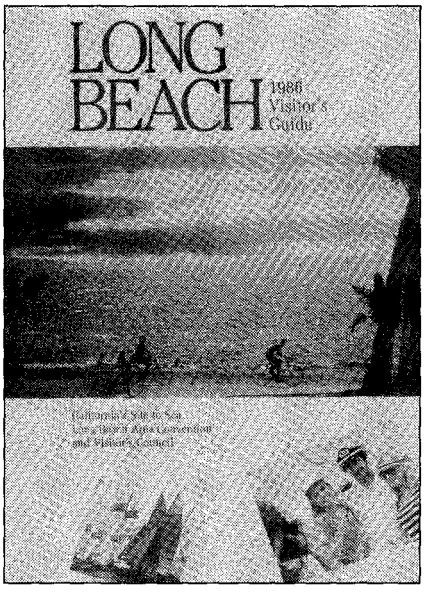
For a free sample chip and more information, contact: American Abrasive Metals Co., 460 Coit St., Irvington, NJ 07111, or call (201) 373-7060.

1986 Long Beach Visitor's Guide Available

The Long Beach Area Convention and Visitors Council is now distributing its 1986 Visitor's Guide, a 60-page color booklet.

The revised guide details attractions, accommodations, events, tours, cruises, transportation, recreation and convention services in the Long Beach area, and includes a pull-out dining, nightlife and shopping guide.

For copies, contact the Long Beach Area Convention and Visitors Council at 180 E. Ocean Blvd., #150, Long Beach, CA 90802, (213) 436-3645.



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Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim Schriber—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Peg Horrigan—(617) 276-7329 or Kathy Carney—(617) 895-3228.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 274-2777.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson-Agnello—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente or Debbie Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1986 NESRA Conference and Exhibit will be held May 14–18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT (312) 562-8130.

August 22–24, 1986. NESRA Region IV Conference and Exhibit. Seabrook Island, South Carolina.

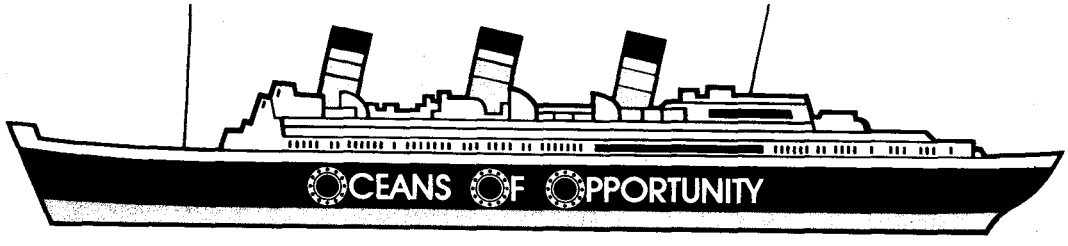
September 25–27, 1986. NESRA Region III Conference and Exhibit. The Drake Oakbrook, Oakbrook, Illinois.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio.

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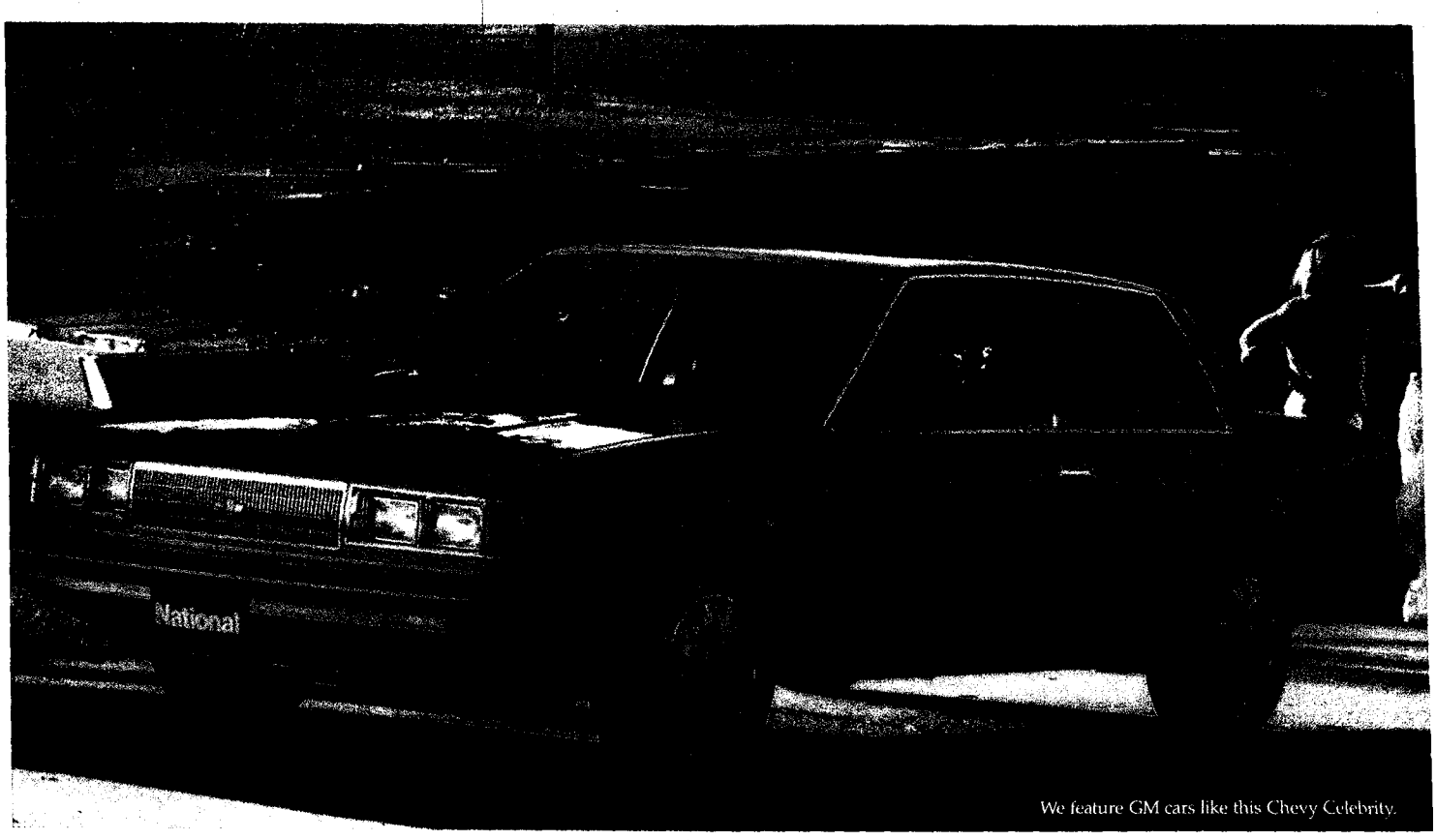
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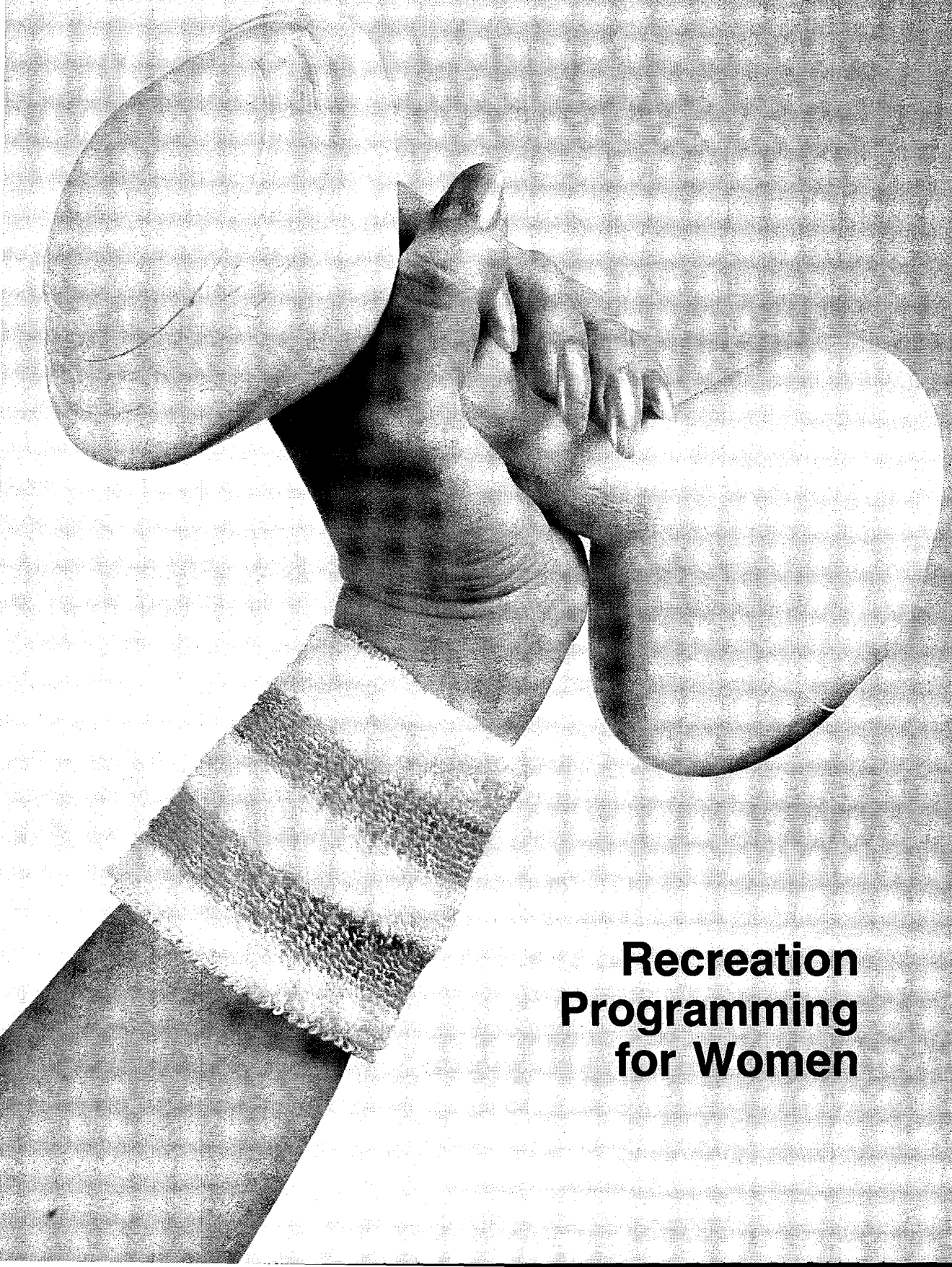
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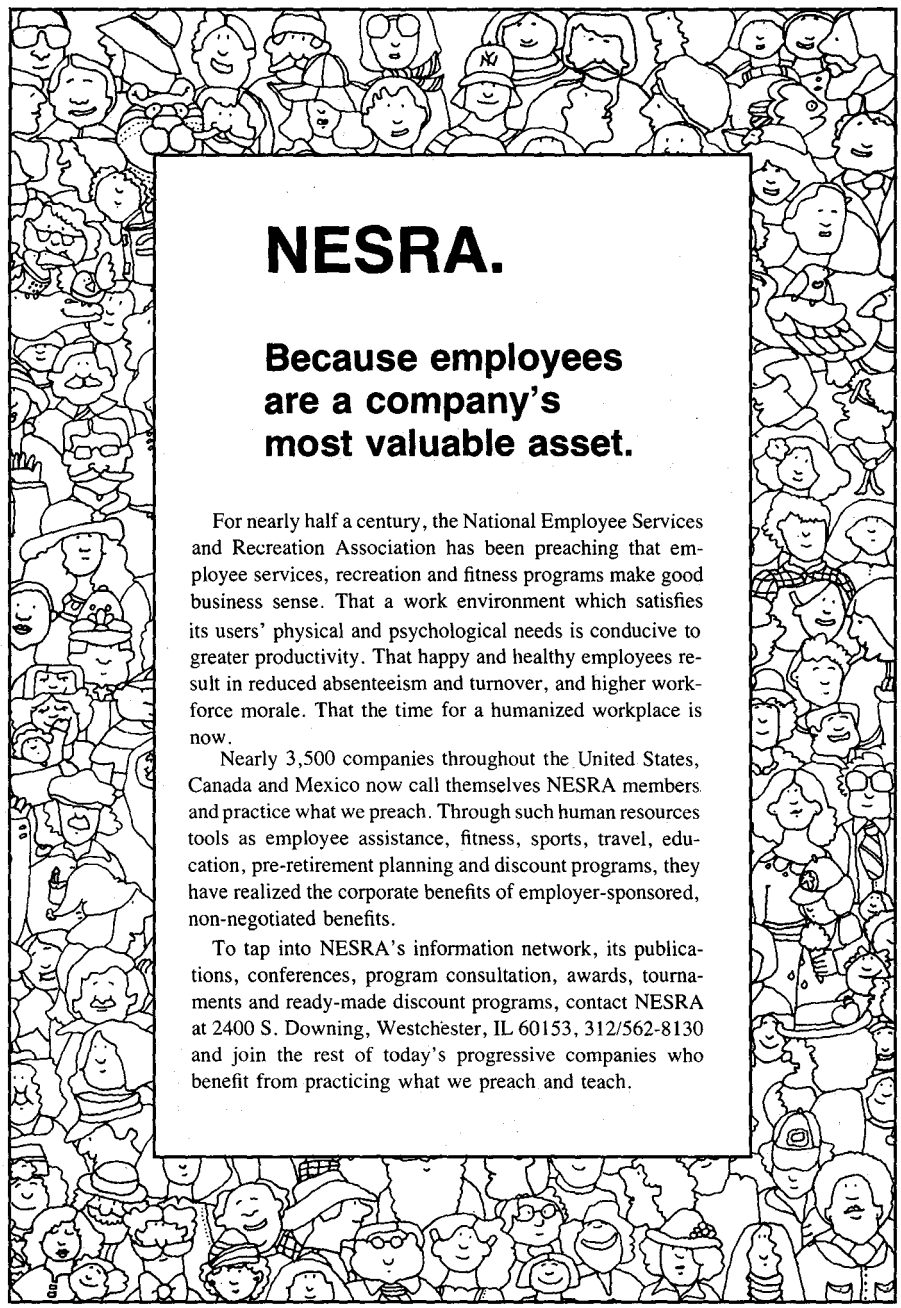
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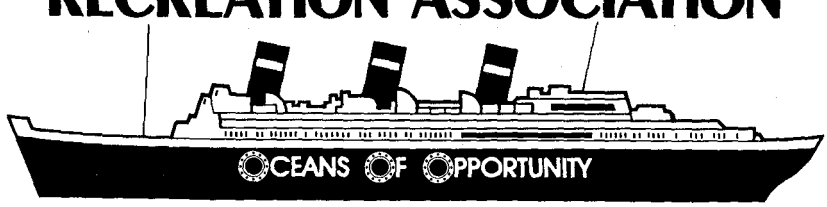
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To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION



45th ANNUAL CONFERENCE & EXHIBIT
MAY 14-18, 1986
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EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 4

In this issue . . .

"I don't have time to work out." "I've got to get home to the kids." "I'm exhausted." Are these some of the comments you hear around the office or from employees passing you in the hall?

It is quite easy to fall into the trap of too much to do with too little time. Women in the work force are particularly susceptible as they carry the responsibilities of their jobs, families and other interests.

"Programming for the Women in Your Work Force" outlines the steps to effectively program with these concerns in mind.

Another area of importance in women's programming is covered in "Facility Planning to Meet Women's Needs."

On other topics of interest, this issue introduces Project Literacy U.S. in "PLUS: Taking Aim at Adult Illiteracy" and offers a how-to on "Preparing Yourself for Negotiation."

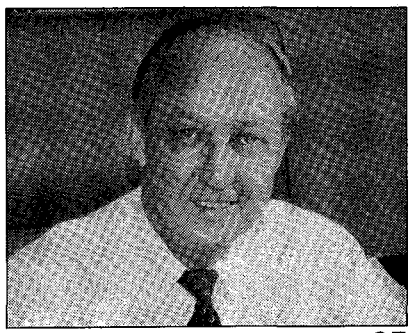


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May/June 1986

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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

New-Collars Emerge as Work Force Segment

The work force can no longer be divided between blue-collar labor and white-collar professionals. Defying placement in either of the traditional classes, the emerging segment today consists of "new-collar" workers.

Insight reports that social scientists believe that the new-collars are a growing power in American society. A definition of this group is only now taking shape; New-collars are postwar baby boomers employed in the country's growing service sector instead of their parents' trades.

Other characteristics of new-collars:

- Generally, they don't wear neckties. But new-collars are more likely to wear a lab coat or uniform than overalls.
- They hold jobs such as keypunch operators, taxi drivers, computer programmers, clerks, salesmen, shopkeepers, fast-food workers, nurses, bank tellers and shipping clerks.
- They are highly active in their communities.
- New-collars make up about one-third of the baby boomers in the work force today.
- On the average, they marry at age 20 and begin having children by age 23. The average couple will have two or three children.
- Their number is estimated at 26 million.
- They watch a great deal of television and among the middle class they have the highest percentage of video recorders.

Unused Vacation Usually Forfeited

According to a Hay/Huggins Benefits Comparison reported in *The Wall Street Journal*, most employees forfeit their unused vacation time at the end of the year. When questioned on their treatment of unused vacation, 39 percent of surveyed employers said the time was forfeited; 27 percent said it carried over to the next year; 15 percent said it carried over indefinitely; 15 percent said it varies; 3 percent said it was paid in cash; and 1 percent said it was paid at retirement.

Low-Intensity Exercise Can Improve Aerobic Fitness

Low-intensity exercise—a brisk walk, for example—is effective in improving the aerobic fitness of middle-aged, healthy, sedentary men, a Stanford University Medical School study has found.

This should be encouraging news for men in the 50-and-older age group, said Dr. Robert DeBusk, professor of cardiology. More than 90 percent who fall into this category do not exercise regularly because they're reluctant to em-

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bark on a strenuous exercise program. Their reasons include lack of time to participate in organized exercise programs and fear of injury or cardiovascular problems.

But now, they have no more excuses. DeBusk and his team found that after 12 weeks of low-intensity, home-based exercise, participants' aerobic fitness levels, measured by their peak oxygen consumption, improved eight percent. Although they did not improve as much as their counterparts who exercised at high intensity for a 17 percent aerobic fitness improvement, the men far exceeded the control group of participants who did not exercise and did not benefit at all.

"We're directing this information not at younger active people but at a very large group of older inactive people who need to realize they can fit exercise into their daily schedules," DeBusk said.

The study "demonstrates that even relatively low intensity physical activity performed at home significantly augments functional capacity in normal sedentary middle-aged men," the researchers concluded.

Number of Working Moms Rises

The number of working mothers continues to rise, influencing child care and other aid required. According to Labor Department figures, almost 60 percent of mothers with children under 18 were employed in the fourth quarter of 1985. The total number of families with working mothers increased by 765,000 over the year to 18.2 million.

Older Runners Show Greater Bone Density

Running significantly increases bone density in older individuals, and it shows no evidence of contributing to osteoarthritis, according to a study by researchers from the Stanford University School of Medicine. There have been concerns that running would contribute to osteoarthritis because of the stress on weight-bearing joints.

Both male and female runners in the study had bone density that was 40 percent higher than the control groups of non-runners. That may be particularly significant for women because of the bone loss commonly associated with aging in women.

The narrowing of joint space, the most noteworthy feature of osteoarthritis, is a result of the cartilage being worn away. Researchers had wondered if that might be accelerated by running and whether older runners would show increased incidence of osteoarthritis, which is present in 86 percent of the women and 78 percent of the men over 65.

Continued . . .



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The results, according to the report, "do not suggest an increase in clinical osteoarthritis or in radiologic cartilage loss in runners, even when extreme running distances are involved."

In addition, the report said, "running was associated with markedly increased bone density of the first lumbar vertebrae in our subjects" and concluded that the data "support the role of exercise in the retardation of bone loss with aging."

Upcoming International Congresses

In August, two international congresses will be held in Canada. Mark your calendar with these upcoming educational events:

The North American Congress on Employee Assistance Programs, August 5–8, in Toronto, Ontario. Contact: Diane Vella, 2145 Crooks Road, Suite 103, Troy, Michigan 48084.

1986 Canadian Parks/Recreation Association—International Working Group for the Construction of Sport and Leisure Facilities International Congress, August 10–14, in Montreal, Canada. Contact: Canadian Parks/Recreation Association, 333 River Road, Ottawa, Canada K1L 8H9.

Companies Promote Volunteerism

Over 500 companies sponsor employee volunteer programs to foster community involvement, according to estimates of the non-profit group Volunteer—The National Center. *The Wall Street Journal* reports that companies with limited funding available for donations see this as a way to maintain a community service image.

Corporate programs take various forms: some offer employee skill banks for community agencies to tap; some allow employees to volunteer on company time; others participate in corporate volunteer councils.

Specific examples include a monthly volunteer newsletter published by Levi Strauss. The company also developed "community involvement teams" that plan charitable efforts on company time. At Richardson-Vicks, the top five employee volunteers receive an award of $1,000 to donate to a charity of their choice.

Exercise Methods Relieve Anxiety

Exercise may rival meditation and therapy as a method of relieving anxiety, reports *USA Today*. According to Rod K. Dishman, director of the Behavioral Fitness Lab at the University of Georgia, fitness also increases feelings of self-worth. Dishman advises people to follow similar exercising techniques to those that reduce the risk of heart disease.

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Sedentary Lifestyles Threaten Children

The sendentary lifestyles of most American children are putting them at high risk for serious health problems later in life, says a Purdue University physical-education professor.

"Unless their behaviors, values and lifestyles change, this trend will have a negative influence on their life-long health and physical fitness," notes Professor Anthony Annarino, president of the American Alliance for Health, Physical Education, Recreation and Dance.

With many youngsters watching television some 50 hours a week and more riding in cars instead of walking, Annarino believes children are getting the message that physical activity isn't important.

"Attitudes are developed at a young age and, once formed, they're difficult to change," Annarino says. "If we want children to glean the lifetime benefits of physical activity, we have to instill the benefits of physical activity at age 5, not 25."

Pointing out that one in three youngsters is overweight, Annarino contends that the physical activity associated with children's play is not enough. "Studies suggest that, left to their own devices, children seldom reach high-enough levels of intensity to bring about the desired health benefits," he observes.

"A lifetime of fitness must begin by physically educating our children and youth not just one day a week or for just one year but by a daily requirement for all their school years."

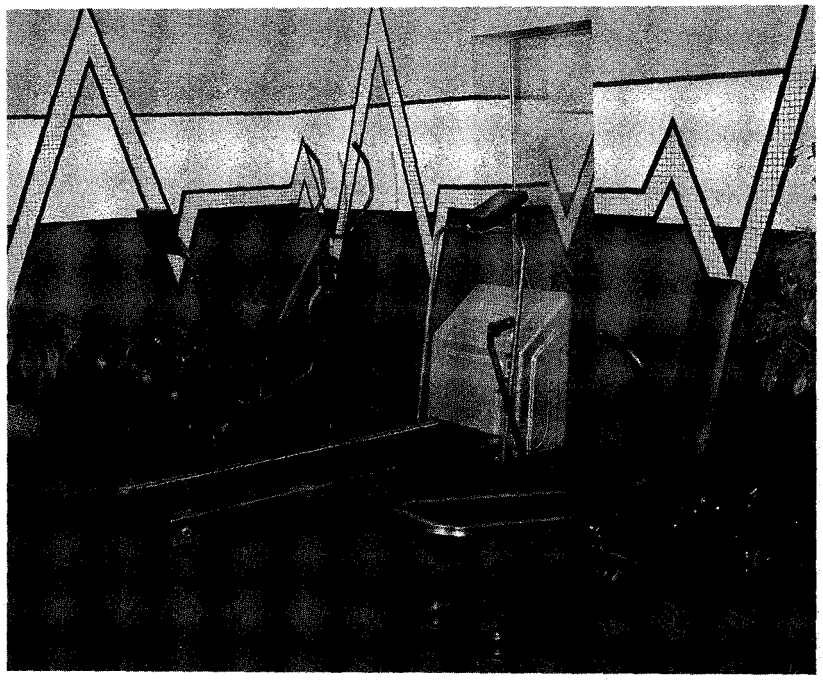
Book Buying Survey Shows Rise

Despite television's popularity, more people than ever are reading books, according to a study released by the Gallup Organization. *USA Today* reports that in 1955, Gallup showed that one out of five adults read a book on the previous day. In 1984, that statistic was one in four.

Findings from the study also revealed:

- Females are twice as likely to buy fiction as males.
- Paperbacks beat hard-cover books in sales; three of four fiction books sold in 1984 were paperbacks.
- Baby boomers, 35–49, like nonfiction, particularly books on religion, the home and investments.

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The Many Hats & Skills of the Employee Services Manager

by Stephen L. Coffey

When you walked into the office today, what hat were you wearing? Chances are it will change many times throughout the day, and with it the skills you will utilize to perform the job effectively will vary, too. Why is this so? Because you are an employee services manager, a professional who must be well-versed in areas such as personnel management, financial controls and budgeting, facility development and maintenance, program development, long range planning, customer relations and effective communication skills.

If you think about it for a minute you shouldn't be surprised. Why? Since employee services and recreation is a business, you can expect that it requires a variety of skills.

Let's explore the various hats and skills of the employee services manager.

PERSONNEL MANAGEMENT

The most valuable resource as an employee services manager is the people you work with. Success in the job will be measured, in part, by the ability to motivate and encourage staff to contribute to the team.

Whether you supervise and manage one employee or 50, you need to be familiar with and have a good understanding of the personnel policies and procedures of the company. This includes being knowledgeable about compensation and benefits issues, labor relations procedures, performance appraisals, hiring guidelines and career development opportunities.

An understanding of the inner-workings of the compensation system in the company is important so that you can reward high performers. Rewards can include promotions, raises, bonuses, and more subtle forms of recognition.

A solid benefit package will assist you in recruiting and retaining skilled employees. You will need to be able to explain benefits, such as life insurance, savings plans, retirement options, dental and medical plans and other programs unique to the company.

Labor relations experience and knowledge is a must in today's society. An employee services manager needs to be current in the knowledge of company policies and procedures. The day to day application of these policies and procedures requires effective communication. The role will be that of a mediator, a counselor or a negotiator.

Performance appraisals are a means of measuring an employee's contributions to the organization. The employee services manager will administer appraisals and must establish goals and objectives by which to measure the employee's performance.

Hiring guidelines are important in today's society. When you have an opening for employment in the organization, there are several questions to which you will need to know the answers. Will the job be posted? Will you hire from inside or off the streets? Are you familiar with equal employment opportunity standards?

Knowledge of career development opportunities within the company is important to today's work force. Employees want to believe that there is a plan for career growth which has the potential to be activated as a result of consistently outstanding performance. While you may not be able to discuss specifics or guarantee future promotions, there needs to be a dialogue between the employee services manager and the employee relative to his career growth opportunities.

BUDGETING/FINANCIAL CONTROLS

The long-term success of an organization is linked to the effective management of its finances. Using the budget like a road map or a guide will enable you to meet expectations. Sound financial controls build in the proper checks and balances which insure organizational accountability.

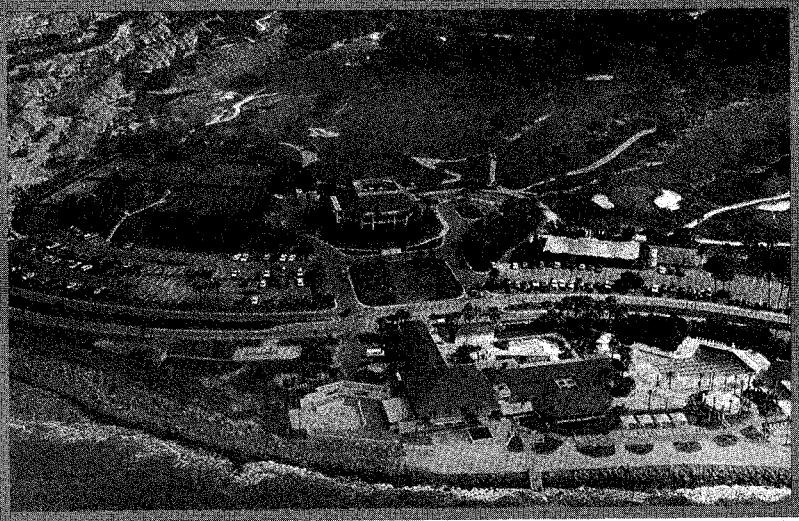
Developing a broad base of revenue sources will lay the groundwork for a solid budget. The income from which the budget will be established can be derived from fee-based programs and surcharges, film processing and merchandise sales, and interest income.

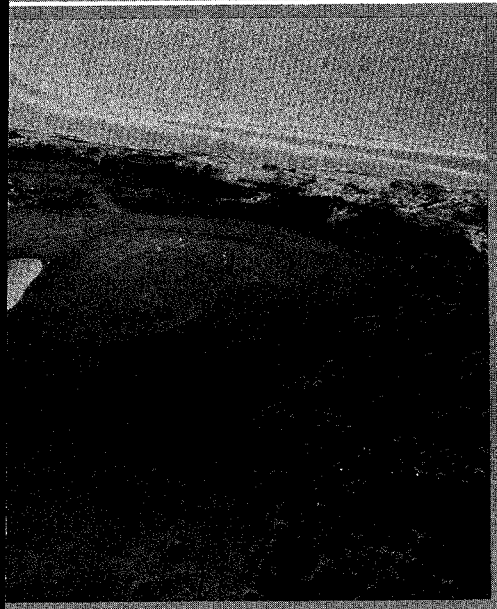
At the Lockheed Employees' Recreation Association (LERA), we offer recreation vehicle parking lots to employees who need a place to store their motor home, boats, or old vehicles. With over 700 spaces and an annual fee of approximately $200 per space, you can see that this is a unique and lucrative revenue source. At the same time employees are paying half the price that they would in the commercial sector. This is mutually beneficial to LERA and the employees, using this service.

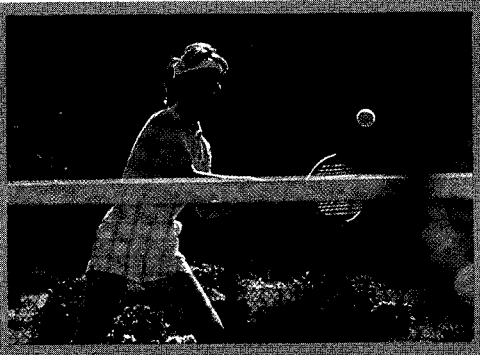
Once revenue is established, you can decide how to allocate the funds. Program costs, equipment, maintenance, office supplies and other expenses will need to be justified and understood by the employee services manager. A contingency fund should be developed so that you are able to handle unanticipated expenses.

Now that the budget is established, the accountant and financial advisor can help set up the financial controls. Proper

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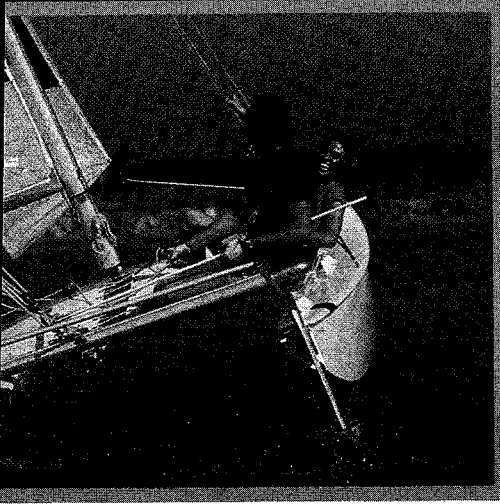








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financial controls are essential so that there is an audit trail of the incoming and outgoing cash flow in the organization. This will provide consistent financial analysis of the operation.

Oftentimes when money is expended there will be a contract describing the scope of the work to be performed and the specifications required. This occurs when there is repair and maintenance work, facility development and, quite possibly, for other programs and services established for the employees' use. Each organization will have different guidelines to follow, however, be sure to have the company legal advisor review the contracts entered into and offer their expertise.

MAINTENANCE AND FACILITY DEVELOPMENT

It is imperative that the facilities are properly maintained in order to minimize or eliminate safety hazards for the participants. Maintenance support from the company may be difficult to obtain, however, do the best to cultivate a good rapport with the facilities' personnel. They are invaluable to the program.

If you are considering the development of a new facility, you will want to enlist the support and expertise of architects who have experience designing recreation and fitness facilities. Chances are that the facilities organization in the company does not have the background necessary to provide the assistance needed. Also, it may not be their top priority, so it is imperative that the employee services manager acquire professional help in designing new facilities. A top notch architect will lend the support needed to provide technical information to the decision making group in the company (i.e., senior management, board of directors, etc.).

PROGRAM DEVELOPMENT

An important concern of any employee services manager is the quality of the programs and services offered to employees. The programs and services which are provided to employees will vary from company to company. The objective is to insure that programs are meeting employees' changing needs and are in touch with their interests. Employees will let you know if they are not happy with the programs. When this happens, be receptive to their suggestions. This is a good opportunity to wear a customer relations hat. After all, the programs offered have no value unless they participate.

In developing programs and services, identify the best techniques possible to promote and market to the employees. Newsletters, flyers, cafeteria promotions, public address announcements, management involvement and word of mouth are a few ways to reach employees.

> **When you walked into the office today, what hat were you wearing?**

Most of the time when thinking of program development, we concern ourselves with new program ideas and how we can improve existing programs. We need to do this, but it is critical to the effective use of resources that marginal programs are eliminated. This can be difficult but is important to the overall quality and success of the program.

In addition, always work closely with your insurance advisor so that good risk management is considered in program implementation.

An employee services manager must be involved in developing long range plans and objectives for the organization. Innovative ideas, a willingness to make changes, and a vision of the future are key ingredients to the formation of long range plans. Effective long range planning is undoubtedly one of the more important aspects of the job.

PUBLIC RELATIONS

The image the organization has within the company and the community should be cultivated. This can be accomplished through written communications, public speaking appearances and the day-to-day quality of the programs offered. These skills cannot be underestimated and play an important role in how the organization is seen through the eyes of others.

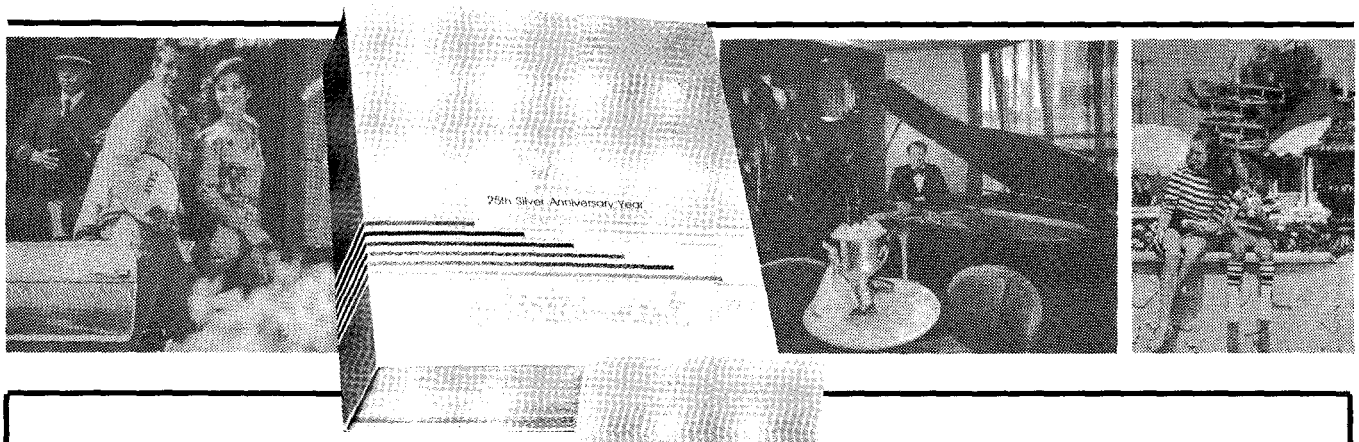
EMPLOYEE SERVICES AND RECREATION = BIG BUSINESS

In some companies employee services departments are also involved with child care, food services, blood donor programs and charitable donation groups. These programs require specialized attention and offer additional proof that the employee services manager must be capable of wearing many different hats.

What does it all mean? It means that certainly you will not always have all the answers. There is the need to ask the right questions and have a reliable resource network which can provide information required.

Employee services and recreation are big business and its growth will continue as we approach the 21st century. The successful employee services manager must be versatile and adapt well to changing conditions. It's a challenge which takes a lot of effort, but the good will and the smiling faces of the employees using the programs and services makes it all worthwhile.

Stephen L. Coffey is the Executive Director of the Lockheed Employees' Recreation Association, Sunnyvale, California.



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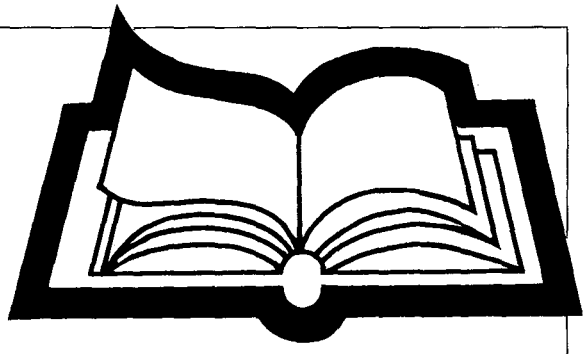
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PLUS:



Taking Aim at Adult Illiteracy

Most of you, the *readers* of this article, have never given much thought to illiteracy. You've probably never imagined being unable to read a job notice, write a check or letter, read a simple manual, fill out a job application or read the directions on a medicine bottle.

Yet this is the definition of functional illiteracy: lacking the basic reading, writing, comprehension, oral communication and simple maths skills necessary to perform such everyday tasks. It is plain that the absence of these skills would severely handicap any adult. Consequently, it's shocking to learn that 27 million adults in the U.S. live with this handicap, that one in five adult Americans are functionally illiterate.

Although you already may be having trouble imagining this staggering figure, the illiteracy crisis in our country extends beyond this group. Functional illiteracy is often defined as lacking basic skills beyond the fourth grade level. A still larger group is the semi-literates, whose skills are between the fifth and eighth grade levels. Estimates vary, but the number of semi-literate adults is approximately 35 million or higher. When these two categories are combined, the illiteracy problem encompasses a full third of the adults in the United States.

Illiteracy is a human tragedy for those concerned, but it also has a less obvious, yet enormous, social and economic impact on the nation. Experts say that in terms of low worker productivity, absenteeism, uneven product quality, and lost management and supervisory time, the cost of adult illiteracy to corporations amounts to billions of dollars each year.

Illiteracy is a contributing cause to many other social problems. There is a high correlation with unemployment, poverty, welfare and crime. Studies indicate that as much as 80 percent of our prison population is illiterate. Illiteracy weakens our nation's defense because it affects the recruiting base. It also affects our ability to compete in foreign trade. It is one explanation for poor voter turn-out and lack of participation in civic affairs. Estimates of the annual cost of illiteracy to society range from $100 billion to $220 billion.

As Barbara Bush, wife of the Vice President, said, "No problem is more threatening to the public interest than illiteracy."

As you read this article, you can only imagine the disabling effects of illiteracy on the individual and the larger effects on society. Illiteracy is a fundamental problem, but it can be remedied if those who can help join together to provide training opportunities and those who need help can be motivated to learn.

This is the purpose of PLUS—Project Literacy, U.S. In the effort, the American Broadcasting Companies (ABC) and the Public Broadcasting Service (PBS) have joined in an unprecedented national collaboration to combat adult illiteracy. Along with some 40 other national organizations, NESRA has pledged its support to the project.

Why NESRA? NESRA members pride themselves in their efforts to humanize the work place, to increase productivity and reduce absenteeism through employee services. PLUS can reach the work force through NESRA members in a very meaningful way. And, as you've read earlier, the problem and remedy can have a bottom-line effect on your company. One thing is certain, NESRA is in good company supporting the project.

". . . I'm delighted to see organizations like ABC and PBS rolling up their sleeves and getting to work on this dangerous and already tragic problem. They show they care, and for that they have my congratulations and warm good wishes," said President Ronald Reagan in a recent letter from the White House.

Mrs. Bush, long active in efforts to fight illiteracy, has pledged her support and noted, "It takes courage to do something about this. There is no quick fix—only years of hard work. But persons who are illiterate can learn to read and their lives can be transformed . . . I congratulate ABC and PBS and all those involved in this effort for joining the fight—for understanding and caring and doing what it is within your ability to do."

PLUS has been designed to operate in two phases, outreach development and awareness-raising. The outreach phase, which is well underway and will

Continued . . .

Adult Illiteracy . . .

continue through the end of the summer, focuses on activities at the local level. Using the bases provided by local PBS and ABC stations (313 PBS member stations and 212 ABC affiliated stations), plans call for a literacy task force to be developed in every community. Volunteers will enlist the support of local civic, religious, literacy and other educational organizations. The Public Television Outreach Alliance, a new public television group, will provide leadership and develop materials for supportive organizations.

The second phase of PLUS will begin in the fall of 1986 and run throughout the 1986–87 broadcast season. Its function of raising awareness will occur through on-air programming. Both ABC and PBS will begin the season with documentaries on illiteracy. ABC then plans to use "World News Tonight With Peter Jennings," "ABC Nightline," "20/20," and "This Week with David Brinkley" to focus additional attention on the problem. In public television, many ongoing projects will contribute to the PLUS effort, including a series called "The American Ticket."

ABC also has scheduled a broadcast on illiteracy for the "ABC Afterschool Special" and plans to include the theme in both daytime programming and prime time situation comedy story lines. Both networks will carry public service announcements on the issue.

Commenting on the two-phased approach of PLUS, James E. Duffy, President of Communications for ABC, said, "This is very deliberate strategy and it is important to understand why. Everything we have learned about the illiteracy problem so far tells us that it is absolutely essential that community resources be mobilized, organized and in place before consciousness-raising with on-air programming begins in earnest. This is so that people who respond to that programming—those who need and want help, and those who are able to help—will know where to turn in every sizable community in the United States."

As Lloyd Kaiser, President of WQED/Pittsburgh, the producing station for outreach efforts, said when PLUS was announced, "How appropriate that we use TV to reach non-readers. Our announcement here today launches a campaign with incredible potential to land a blow against adult illiteracy. But the really exciting news will come later when we will be able to point to millions of people who were helped by Project Literacy U.S."

Editor's Note: *At this writing, an action plan for NESRA's involvement in PLUS is currently being developed by the Public and Government Affairs Committee. More information will be published in* Keynotes *and future issues of* ESM *and announced at the Conference.*







Programming for the Women in Your Work Force

by Linda Thomas

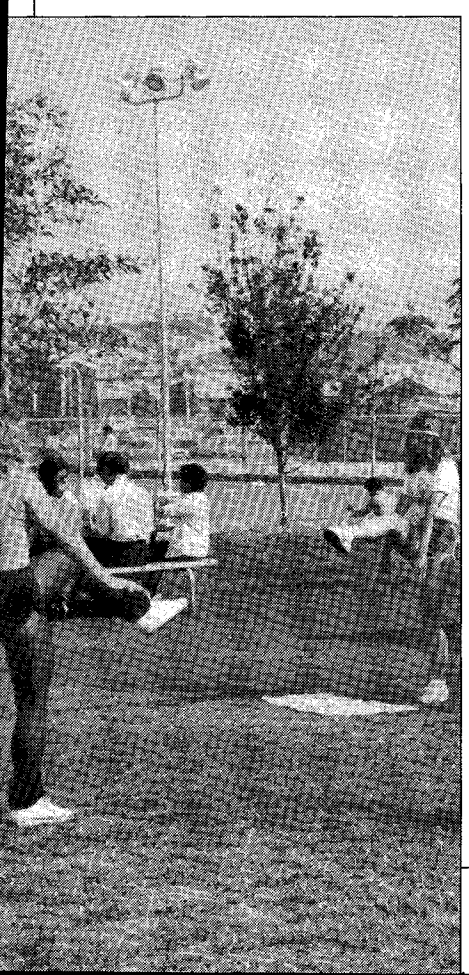
"I don't have time to work out." "I've got to get home to the kids." "I'm exhausted."

Are these some of the comments you hear around the office or from employees passing you in the hall?

These are common excuses we hear everyday; it is quite easy to fall into the trap of too much to do with too little time. Women in the work force today have a multitude of responsibilities: They have jobs, they may be married, have children, are continuing their education, or they may be single parents. These responsibilities often take up valuable time and add stress to their lives. Stress, compounded with too little time, has become a typical phenomenon in the 80s. As NESRA professionals, we have a challenge indeed.

Women today and people in general take care of necessities and responsibilities before personal pleasure. Increasing awareness by educating your employees about the importance of fitness, relaxation and recreation is your first step. For a company without a formal program of this type, a good way to start would be to use flyers or posters with health tips, or write an article for the company newspaper explaining the benefits of recreation and fitness.

The next step would be to identify the interests of your female employees. Surveying their needs and desires will give you a good indication of the types of programs to initiate. You will also need to find out when they will participate in your programs. What time is convenient for them?



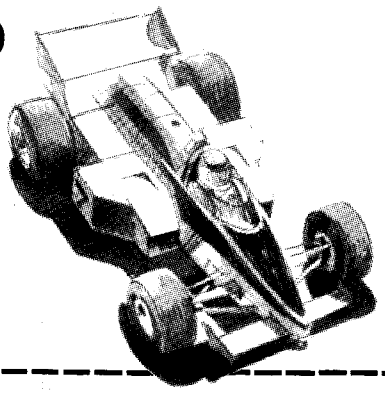
TYPES OF PROGRAMMING

Lunchtime: At Northrop, Advanced Systems Division, we have found that lunch-time was the only time some women could participate. During lunch we offer seminars, stretching classes and 30-minute aerobic classes. Emphasizing the importance of finding time for themselves is a key factor. Although lunchtime is not long, they feel a break in the day is "revitalizing and relieves tension and stress." If your company doesn't have an exercise facility, have your employees put on their tennis shoes and start walking. Any activity that involves movement for 10–20 minutes will help improve a woman's mood and release daily tension.

After Work: Another group of women prefer to participate after work hours. They find this a good time to wind down from a hectic day. Programs aimed at weight loss, fitness and relaxation are popular. We offer aerobic classes, starter

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STEPS TO SUCCESS IN PROGRAMMING FOR WOMEN

- Survey interests.
- Educate on value of recreation/fitness/relaxation.
- Appeal to their special needs.
- Be creative and flexible in your programming.
- Be available to employees.
- Promote and motivate.

fitness and stretching classes. These programs can be conducted in an empty auditorium, classroom or lunchroom. The class should be taught by a certified instructor.

To cover costs, each participant must pay a nominal fee. (A small fee helps to ensure participation.) Remember, programs that involve movement and are taught by a motivated professional are the most successful and beneficial to your employees.

Group Programs: Programs offered in a group setting are also successful. Weight loss, exercise classes, low back pain workshops and stress management classes are a few examples. These group activities give women a chance to interact outside the work environment with a group of people that have a common goal or interest. Having the peer group communication spurs friendships and gives employees something to look forward to at the work site.

PROMOTE AND MOTIVATE

Once you've targeted your market and stirred up some interest, it is time to promote! You know the women are interested in the programs but now you need to motivate them to respond and participate. The flyers, posters and newsletters are necessary but word of mouth is more important.

As the coordinator of these programs, you need to take the time to recruit. If your programs are new to the company, make yourself available to answer questions. Remember to include your name and number on all publicity items. New programs also take creative promotion; your personal invitation will be your most successful tool. The enthusiasm you have for the programs you're promoting will be contagious. When you take the time to talk to an employee, they'll feel they've been recognized and are part of the program.

CONCLUSION

After going through all these steps analyzing, planning and promoting, you will still meet objections as to why they cannot participate. Listen carefully to what your employees are saying: Are they just using excuses? Do they need motivation? Analyze their situation or problem and educate them on the importance of recreation and leisure. All NESRA members already know that!

Linda Thomas is Fitness and Recreation Administrator for Northrop Advanced Systems Division, Pico Rivera, California.



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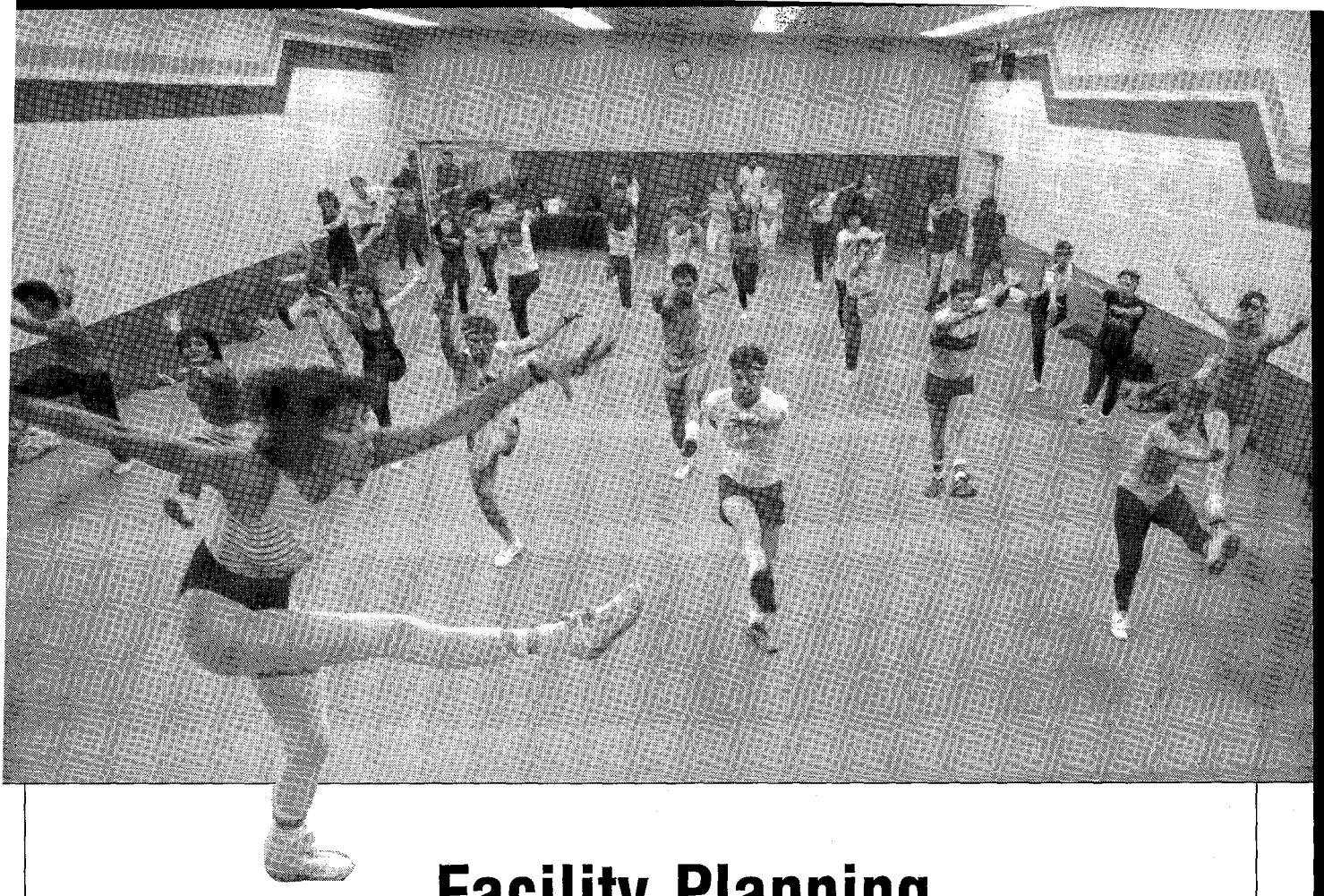
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Facility Planning to Meet Women's Needs

by Shirlene Watson

Recreational facilities have typically been utilized by men. With an increase in awareness in the fitness area, greater numbers of women from all ages and backgrounds have begun to frequent these facilities. The increase in female usage is due in part to a shift in emphasis within the fitness field from a strong emphasis on weight training to a balanced approach with an increased awareness of the need for cardiovascular training. Participation by women may have been enhanced by the popularity of aerobic dance which influenced attendance in other areas of fitness. The shift in the population using our facility brought attention to new needs.

Rockwell provides recreation facilities and programs designed to encourage employees and their families to reach and maintain a good health and fitness level. Comprehensive programs are available to participants including fitness, lifestyle change classes, sports and club/leisure activities. Each of these programs is currently provided for men, women or in a co-ed environment.

Since our recreation facilities were being expanded and rejuvenated, modifications were made to accommodate the changing group of participants with different goals. Along with the expansion of general facilities and the men's locker room area came an expanded women's locker room and a weight training facility designed to meet the fitness needs of women.

Within the weight training facility, women have available a complete line of Nautilus (with several pieces built to fit the female physique), additional free weights, and an area for stretching or conditioning exercises. Equipment for cardiovascular training is also provided. An additional weight training facility is open for individuals who choose to train in a co-ed environment.

The purpose in providing separate gym facilities is to motivate people to become involved in the program by offering a comfortable and safe atmosphere in which to reach their health/fitness goals. Women may choose to use the women's gym for various reasons. Several reasons heard most often include: feeling self-conscious due to excess body weight or poor conditioning; a desire to utilize the time spent in the gym for fitness training instead

of socializing; and wanting to use the type and size of weight training equipment designed for the fitness interests of most women.

Women are generally concerned with weight control and conditioning in different body areas moreso than men. While dual facilities allow each group to focus on its areas of concern, it also allows the total facility to accommodate more participants at any one time.

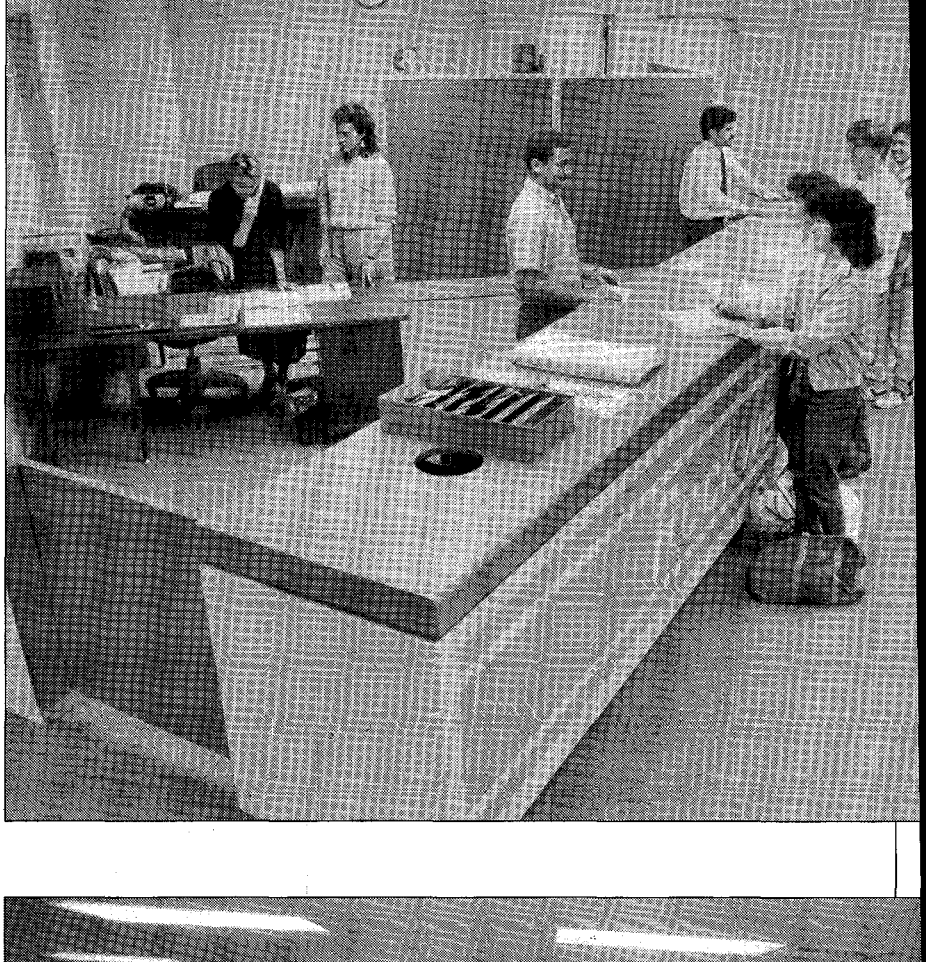
The increase in facility size created an opportunity to balance the staff with the addition of a female coordinator responsible in part for women's facilities and programs. This position provides insight into the female perspective on programs as a whole. The coordinator can also help create programs to meet the concerns of female participants in balancing the responsibilities of career, family and personal fitness.

> **"The shift in the population using our facility brought attention to new needs."**

The new coordinator position also offers an approachable avenue for female participants to express their concerns and questions, as well as an opportunity for new dimensions in the current program.

The dual facility is a positive approach which allows the recreation center staff to reach a group of employees who were not previously involved. It also meets the objective of providing a safe, comfortable environment for employees and their families to use in reaching their individual health/fitness goals.

Shirlene Watson is Fitness and Recreation Coordinator, Rockwell Employee Recreation Center, Los Angeles, California.





***Rockwell employees** can participate in a variety of Recreation Center activities, including weight training at the co-ed facility pictured.*

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by Harry A. Olson, Ph.D.

Preparing Yourself for NEGOTIATION

You have a new program you want to establish in your company. It's the very latest innovation and it has a proven track record. You know it will be a significant benefit to the employees. You're gung-ho.

But you have to get it past management. And you know this will be a rough row to hoe. In spite of the benefits, the program is costly and management will balk at such an expenditure. You imagine, "Getting approval will be like pulling teeth . . . but after all, I've played dentist before, so here goes." Your faith and enthusiasm fire you onward as you dig in for a struggle.

Daily we're called on to negotiate. From little things like wringing out a luncheon meeting from two or three overstuffed calendars to dickering on price and conditions with vendors, to selling top management on new methods and programs, to running interference between management and the employee users of your programs and services. While most daily negotiations are relatively simple, some are quite complex, demanding the ultimate in shrewdness, finesse and tact.

When the pressure is on and the stakes are high, how can you maximize your chance to win?

What goes on at the bargaining table pales in comparison to what you do in preparation. Olympic medalist Linda Frattiani practiced 12 grueling years for two minutes on the ice at Lake Placid. While your training won't be as rigorous, how you ready yourself in advance will directly determine your chances of success or failure.

There are two steps to preparation for effective negotiation. Of course you must prepare your case, but first, you must prepare your mind!

That's right, 80 percent of successful bargaining is attitude. The rest is tactics. And often it is attitude that saves or loses the day. How do you create the right attitude to succeed? Let's take a look.

PREPARE YOUR MIND

"Let's me and you win!" Many negotiations, especially the high level ones, are ripe for competition. But if you see it as an arena to compete you may have lost already! While it's often natural to see tough bargaining sessions as both sides line up behind their standard-bearers, waiting for David and Goliath to slug it out, such a win-lose image is actually self-defeating. For where there is a "winner," there is also a "loser." While the winners are toasting their success, the losers are beginning to plot and subvert. The fruits of victory are sweet, but the wine of defeat is bitter and leaves a strong and lingering aftertaste.

Therefore, take the focus off your own winning and go for the mutual victory. In your preparation, look for how you can make *both* sides benefit from your proposals. By so doing, you position yourself as a consultant rather than as a competitor, and so you eliminate the added competitive pressure. This means viewing the other party as your partner rather than as an adversary. While this sounds so self-evident, it can be difficult in practice, especially if the people with whom you're negotiating next have actually acted like opponents in the past.

Get your ego out. Pogo, the old cartoon character, once said, "We have met the enemy and he is us!" Perhaps our biggest stumbling block to high-results negotiation lies within ourselves. It's so easy for our egos to get in the way. When they do, we lose perspective. We start worrying about winning and losing, having to prove ourselves, tying our self-worth up with our performance, worrying about our image, and other self-defeating mistakes which occur when we take ourselves too seriously.

When you go into a negotiation, send your ego on vacation! Remind yourself in advance, repeatedly if necessary, that you're a person of worth whatever the outcome of the negotiation. You'll be the same person after it's over that you are right now. While you may have worked long and hard in preparation and you may feel justifiably proud if you succeed, don't go into the negotiation viewing it as a potential personal victory or defeat. If you do, you will add to the already existing tension. You will begin to worry about how you're doing rather than focus on what you're doing, and your performance may actually be impaired. Remember, you can only be flexible to the degree that you're ego-free, to the degree that your feeling of worth or your reputation is not on the line.

Focus on strength. Review the strengths of your proposal. Also, identify your own strengths as a person and a negotiator. Get these so clearly in your mind that (1) you can recall them

without thinking about it, and (2) you are totally convinced of them.

Emphasizing your strength is particularly important when you are bargaining with people on a higher corporate level, and even moreso if you're asking for something new or costly. Many people when negotiating up the ladder allow themselves to feel intimidated by position. While this may not be the kiss of death, it can seriously hamper your efforts. You automatically stifle your bargaining energy when you feel one-down.

Refuse to be intimidated! No one can threaten you unless you permit it. Remember that you are the employee services expert, that you have the edge in knowledge of the needs in your field. "Expert power" is just as important as "position power." True cooperation can only occur in an atmosphere of equality and mutual respect. Don't undermine your position by not respecting yourself enough as everyone else's equal. Reviewing your demonstrated past successes and expertise is one of the best ways to build confidence and a sense of positive personal power which is, after all, the great equalizer!

Now that you've prepared your mind, you're ready to . . .

PREPARE YOUR POSITION

Naturally, first you will gather all the relevant facts and figures, you'll establish deadlines, you'll determine what you need. Once you've done that, you're ready to strategize.

Anticipate any objections. Where is the negotiation likely to hang up? What has been the other side's pattern in the past? Do your homework. From what you know of the other party's interests and concerns, figure out how they are likely to view your proposal. Where could they tear it apart; what will they hit on? Determine this in advance to the best of your ability, and then prepare your answers to the objections. You might want to build those answers into your actual proposal or presentation. Accurately answering the other party's concerns before they raise them gives you a decided advantage.

Sell the benefits. Speaker Cavett Robert likens any audience to "owls sitting in a tree, silently shouting, 'What's in it for me?' " Those owls across the bargaining table are quietly roaring the same thing. In a negotiation proposal you will undoubtedly describe the features of your program, equipment, or service—i.e., how it will function, what it will do. But a feature is not a benefit!

Every year hardware stores across America sell millions of drills, yet people don't want drills, they want holes. They buy what gives them what they need. Even though you're negotiating with management about new services for employees, management wants to hear how they will gain personally. That's the benefit—how it will make their job easier, increase the bottom-line, save money or down-time, or aid production.

If you can effectively demonstrate how your proposal will meet the other side's specific needs, you've made a quantum leap toward success.

Establish a "fall-back" position. Specifically determine both your needs and your wants. Needs are those items which you must have or cannot give up. Wants are highly desirable but can be traded off if necessary. Most of us want as much as we can get and often confuse wants as needs. Be realistic in your planning. Trim off the fat and distinguish the added flesh from the bare-bones necessities. Then determine the fall-back position—the final minimum position that you can accept in good conscience and still come away feeling that you've succeeded.

Your fall-back position is your non-negotiable last stand. To effectively bargain, you must have this limit prepared in advance. Of course, your fall-back position is your private information. At the outset of your negotiation you go for your whole proposal. Be careful about padding your proposal with extra non-essentials which you expect to lose. A more "truthful" proposal is more likely to be accepted, and you are more readily respected as an honest negotiator.

Watch out for "compromise." This is often a cover for a win-lose situation. "Compromise" means you each give something up. A compromise solution often sounds "fair" and acceptable at the bargaining table, but afterward, upon closer examination, it may prove unsatisfactory. By then you're stuck. Avoid a "compromise" at all costs; rather go for the mutual win. If this cannot occur, sometimes it's better to "agree to disagree' than to live with an unlivable situation. This is why your fall-back position is so valuable. Set your fall-back based not only on reason, but evaluate it with your emotions as well. How does it feel? Can you live comfortably with it. If it doesn't feel right, rework it until it's acceptable.

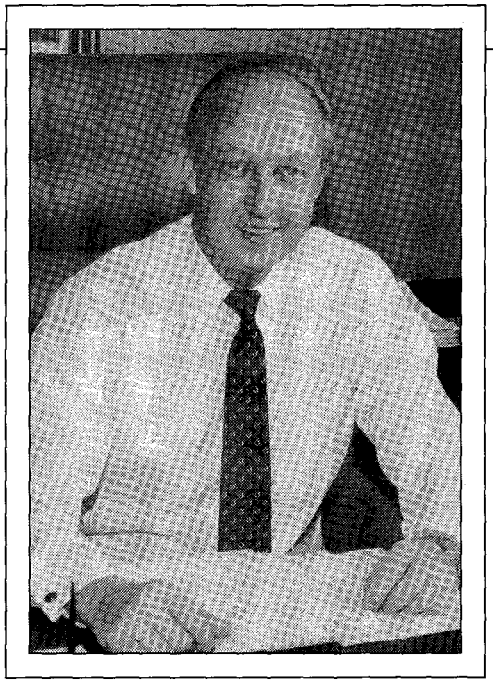
Now for the final step. Once you have readied your mind and your proposal, you gain an extra edge by programming your mind for success. Several times a day, just briefly close your eyes and let your body relax with a few deep breaths. Then visualize yourself going through the bargaining session from beginning to end. See yourself as totally cool, calm and confident, in charge of the situation, and making your presentation flawlessly and effectively. Mentally rehearse the objections you expect and the answers you will give.

As you visualize, you create a powerful message to your subsconscious mind, and you begin to act in reality like the person you imagine yourself to be. Olympic medalists use mental rehearsal; so can you.

You, too, with the proper mental preparation, can be a champion negotiator!

Harry A. Olson is a psychologist and specialist in top performance and healthy competition. He is president of Maximum Potential, Inc., a performance consulting firm in Reisterstown, Maryland, and is a member of the National Speakers Association.

"People make companies"



An Interview With John R. Myers, Employer of the Year

". . . dedicated to the principle that employee services, recreation and fitness programs are essential to effective human resources management."

While many know the mission of the National Employee Services and Recreation Association, few embody its aims like John R. Myers. To honor his dedication, Myers, president, Avco Lycoming Textron, has been named as NESRA's 1986 Employer of the Year.

To discover his principles and programs, *Employee Services Management* recently interviewed John Myers.

ESM: How would you describe your general management philosophy?

MYERS: In general terms, management of any kind has several business objectives:

- Growth of the investment for the stockholder.
- Responsibility in all aspects to the employees.
- Top quality in your products.
- High integrity in business ethics.

It is my belief that to attain those objectives, a company head must spend sufficient time focusing on people—their mental state, their creativity, their elements of pride and, of course, the skills and attributes they bring to the work place. While I realize the old cliche that people are a company's most valuable asset, I wonder how many top level managers really believe it. I wonder how many top management people realize their products (regardless of how technical) are the creation of both mentally and physically healthy people.

My basic philosophy is, first, to set a standard of expectation through my own style, then perform or lead actions that will allow people to feel better about themselves and their work place, participate in decisions to enhance feelings, and finally, relate those feelings to the job and the business direction.

People who feel good about themselves, believe in themselves, and can relate those attributes to their jobs and business direction, can most likely excel in what they do.

ESM: Does this relate to your attitude on recreation and leisure?

MYERS: Yes, I believe attitude is a 24-hour phenomenon. If a person joins in both recreation and leisure with a positive attitude of self-worth and reasonably top mental and physical health, he can perform to his desires. If that same attitude is carried to the job, people can excel. If they are pointed in the right direction, that excellence wins for any company.

ESM: How would you describe the atmosphere at Avco Lycoming Textron?

MYERS: I believe the atmosphere at Avco Lycoming is one of rapid growth toward these philosophies and personal attitudes. A short five years ago, Avco Lycoming's people had lost their pride, their belonging, their direction—who and what they were. The business was sagging. In fact, the business was losing money and losing sales. Personal and business integrity were at a low. For example, sales were a poor $180 million.

By attacking the issue of people's self-worth and communicating business conditions and direction through presentations, people began to realize

"People make companies" . . .

it was they who had to save their company. It was they who had to regain positive business images and ethics. But they had to understand and identify their own strengths first.

This was accomplished through presentations to all 5,000 people in the Division, four times per year, for nearly six years. Today, the business is healthy—but more importantly, the people are healthy. Incidentally, the company now does $730 million of very healthy sales.

ESM: What role do employee services and recreation play in creating such an environment?

MYERS: I believe employee services and recreation play a large role in creating such an environment. However, I believe the environment is larger than just one small group. It must be a management commitment. It must be part of everyone's desires. Employee services and recreation can and do provide the leadership, the creativity, the enthusiasm at Avco Lycoming. They are the catalyst that enables the environment to exist.

ESM: When did Avco Lycoming begin its employee services and recreation program?

MYERS: Our program came into being with the business 35 years ago. (By the way, we're celebrating the 35th anniversary of the Division this year.) Of course, the program has grown and changed considerably over the years, to keep in step with needs of our people.

> **"Employee services and programs help make the employees feel better about themselves and their place of employment."**



ESM: What factors entered into the development of your employee program?

MYERS: The program began as a basic recreational outlet for our employees. As time went on, and the value of recreation and services programs to the well-being of employees became more recognized and appreciated, our program expanded and became more diverse. I think that today's program is much more service-oriented and much more responsive to employee input than the original program was.

ESM: How extensive is your programming today?

MYERS: Our program covers a broad range of activities in three categories: recreation, employee services, and community involvement. In a general sense, our programs touch or serve our entire workforce of over 4,500 employees. In the area of recreation, nearly 40 percent of our employees participate in our various intramural and varsity level programs. Sports activities include archery, bowling, basketball, golf, lawn bowling, road racing, pistol, skiing, softball, tennis and volleyball.

Employee services include service awards, discount travel and merchandise coupons, corporate product discounts, employee assistance, wellness programs and health fairs. We conduct a first class blood program which has won national recognition. Employees who belong to our Community Services Fund can borrow medical equipment, such as hospital beds, wheelchairs, and walkers. Our programs are also family oriented. We have an annual Christmas party for employees' children, and some sort of annual family activity such as a family picnic or family day/open house. We also subsidize three very active social organizations, our Management, Women's and Retirees' clubs, which conduct their own activities and services but still provide vital and useful outlets for our present and past employees.

I believe that our community relations program is exemplary. As I said before, our Blood Bank program has won national recognition. Our Employees' Community Services Fund is the conduit through which our employees make contributions to local charities.

Over the years, our employees have donated over $3 million through this organization. We try to do our part in keeping America strong through annual U.S. Savings Bond Drives.

We also conduct a very successful voter education program, called the Effective Citizens Campaign, in election years. This program allows employee

partisan coordinators to invite candidates to visit the plant during lunch period to meet with our employees. In conjunction with the program, we conduct voter registration sessions for employees (with the assistance of the local Registrars of Voters). The company's role in the program is strictly non-partisan.

We actively support local youth groups such as the Boys & Girls Clubs and Police Athletic Leagues with contributions. We also try to make our softball facility available to the town and social agencies for benefit games.

We support cultural activities, such as the American Shakespeare Theater in Stratford and the city of Bridgeport's Barnum Festival. Recently we returned to the Barnum Festival Parade with an annual float; our entries have won three out of the last four "Best in Parade."

ESM: Is there any particular employee service or recreational program at Avco Lycoming of which you are especially proud?

MYERS: There are numerous services that are excellent, since basically the objective is to stimulate many people who vary in backgrounds, desires, skills, etc. I am especially proud of a company that offers this variation in services rather than the specific service or recreational program itself.

ESM: What do you see as top management's role in successful employee programs?

MYERS: Top management has three very distinct roles: First, to set the standard of expectation for employee programs; second, to participate in enough programs so that people believe; and third (which may be the most important), to create programs that allow people to participate and feel good about themselves.

ESM: What has been your personal role in the programs?

MYERS: I believe I act and respond to the three objectives above. I personally attend and/or participate in events each year so that employees truly know my beliefs and feelings. I make them feel comfortable participating.

ESM: Do you think it is important to encourage participation? If so, how do you go about it?

MYERS: Yes, I do believe it is important to encourage management participation. I suspect tactics vary. However, I find the best and most rewarding tactic is to create an environment for spouses to attend and participate. That's a "double" . . . participation by the management person and a broader understanding by the spouse of what his or her husband or wife does.

ESM: What are the benefits of an employee services and recreation program to the employee:

MYERS: As I believe we've discussed throughout the interview, employee services and programs help make the employees feel better about themselves and their place of employment. When that is attained, the rest is easy.

ESM: And the benefits to the company?

MYERS: That's the "easy part" from the last question. The company gains in all aspects from an employee with a good attitude about his employer. Morale, productivity and quality—to name a key three.

ESM: In the future, do you foresee employee services and recreation programming continuing to expand its role in the work place? If so, why?

MYERS: Yes. People in general are coming into the work environment looking for a place to expand themselves and their ideas. They are being taught to expect that teamwork, participation, company sponsored activities, lifetime employment and concern for a person's "health" are company requirements.

ESM: In summary, do you consider employee services and recreation to be smart business?

MYERS: Absolutely. People make companies.

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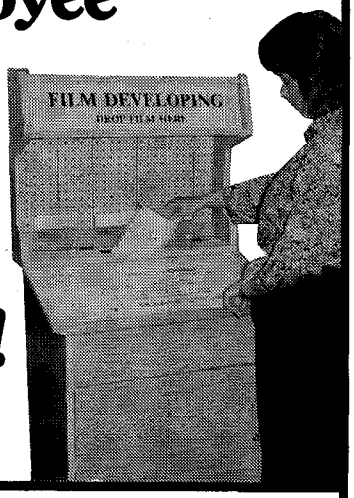
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TRENDS IN FITNESS EQUIPMENT

by Stephen K. Polley

There he was back in the mid-1930s, experimenting with weights and exercises, barbells and dumbbells, looking for the keys that would unlock the doors of health and vitality. Jack LaLanne, the rarely disputed father of the exercise movement, never realized what he was about to set in motion. In those early days fitness and exercise were not the "in" thing to do. Exercise was frowned upon by women, and adult males thought it unnecessary and even strange at times.

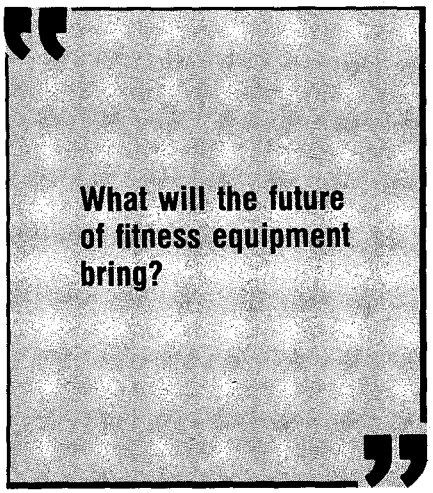
Now we have fitness equipment driven by compressed air and water, stair-stepping contraptions, machines utilizing cam systems, exercycles, rowers and treadmills with computer programming. Add a wide array of additional tools of the trade such as wrist watch pulse monitors, weighted jump ropes, spring-tension devices, ankle and wrist weights, rebounders and of course the old standards—barbells and dumbbells. The question before us here is: "What will the future of fitness equipment bring?"

THE FUTURE

At a recent national fitness conference, Dr. George Sheehan, famed author, cardiologist and spokesman for what he calls the "health aristocrats," suggested as the foundation of all health and human performance that we learn first to become "good animals," using exercise and fitness to introduce ourselves to our own personal health. Exercise, as he says, should be joyful and simple. And that brings us to the equipment of the future that will assist us in getting fit.

It's safe to say that our days will be even more hectic than they are now, our lifestyle more complex, our stress levels higher. But the age of high-tech fitness equipment will wait to rescue you from the daily whirlwind.

When you arrive at the fitness center of the future you will key into the computer and obtain your personalized workout, based on your past record of performance and your current training level. Further use of your fitness access card on each machine will provide instant information on your previous workout and establish your present workout. The biofeedback sensors will monitor the pressure exerted by specific muscle groups during your lat pulldowns. The computer will signal a warning if you are using the wrong sets of muscles and/or applying improper stress and strain to other parts of the body.



As technology in general increases within our society we will become even more sedentary, thus placing an even greater demand on our need for cardiovascular strengthening devices. Multigym manufacturers will be developing new and innovative machines which will provide us not only with strength conditioning, but with aerobic benefits as well. New designs of strength developing apparatus will become much more sophisticated with constant readouts on such subjects as: calorie expenditure, percentage of total muscle exertion through the range of motion, heart rates and final effort rating.

Designers and producers of cardiovascular conditioning equipment such as rowing machines, exercycles, treadmills, and stepping devices will continue to expand on the computer capabilities, attempting to personalize and specialize the individual's exercise program. Exercise machine computer printouts will be available for the exerciser to file, providing an incentive through the personal touch.

According to the National Sporting Goods Association, home gyms and rowing machines will show the most growth through 1990. People are willing to make the financial commitment to exercise equipment, according to NSGA, because of "the growing concern of the American population for a healthier lifestyle; the growing awareness of the fact that an individual can do something to foster correlation between exercise and good health; the feeling of psychological well-being that is experienced by individuals who participate in fitness activities; and the concern of the American consumer over physical appearance and the general desire to slow the aging process and look young."

Still, when all is said and done, when time has come and gone, fitness, and fitness equipment, as Dr. George Sheehan has stated, must be joyful and simple.

Stephen K. Polley is President of American Corporate Health Consultants, Inc., a firm specializing in all phases of health promotion, located in Westlake Village, California.

Ad Council

TWELVE IMPECCABLE EXCUSES FOR NOT GIVING BLOOD.

"1. I think I have lumbago.
2. I'm type Z negative.
3. I'm on the grapefruit diet.
4. I gave six months ago.
5. I just got back from Monaco.
6. The lines are thirteen blocks long.
7. My mother won't let me.
8. I didn't sign up.
9. I'm going out of town.
10. Asthma runs in my family.
11. I forgot to eat this morning.
12. I'm allergic to flowering magnolia."



Each one's a doozy, but we're hoping you won't use any of them. Give blood through the American Red Cross. Please, don't chicken out.

EXCUSES DON'T SAVE LIVES. BLOOD DOES.

American Red Cross

Clip and Save RESOURCE GUIDE



by Randy Schools, CESRA

In John Naisbitt's book, *Megatrends,* he helped to give form in the transition from an individual society to the age of information. As employee service administrators, we often find ourselves in a maze: where do we go when we need reports and data to help present a new program position paper to management? They want it fast; it becomes a dilemma.

You are an executive on the rise, you have the idea, your thought process is in full swing. You have the initiative, you want to impress the boss with the depth of your knowledge. Where do you go to gather information? Below is a compiled list of places to contact about your project. I hope the list proves helpful in your quest.

Aging

Age Pages
National Institute On Aging
Box FL
Building 31, Room 5C35
Bethesda, MD 20892

Alcohol & Drug Abuse

Alcohol, Drug Abuse and Mental Health Administration
5600 Fishers Lane
Rockville, MD 20857

National Clearinghouse for Drug Abuse Information
P.O. Box 412
Kensington, MD 20795

Publications Department
National Council on Alcoholism
7333 Third Avenue
New York, NY 10017

Cardiovascular Disease

"Cardiovascular Primer for the Workplace"
High Blood Pressure Information Center
120/80 National Institutes of Health
Box WS
Bethesda, MD 20205

Evaluation

"Evaluating Health Promotion in the Workplace: Conference Summary"
Institute of Medicine
National Academy of Sciences
2101 Constitution Avenue NW
Washington, DC 20418
$5.50

Fitness

President's Council on Physical Fitness & Sports
Washington, DC 21207

Fitness Research Center
401 Washtenaw Avenue
Ann Arbor, Michigan 48109

Corporate Commentary
Worksite Health Evaluation Report
922 Pennsylvania Avenue SE
Washington, DC 20003

Health Risk Appraisals

"Health Risk Appraisals: An Inventory"
National Health Information Clearinghouse
P.O. Box 1133
Washington, DC 20013

"Health Risk Appraisal General Information Packet"
Director of Special Projects
Center for National Promotion & Education Center for Disease Control
1600 Clifton Road, NE
Atlanta, GA 30333

Hypertension Control

Institute of Labor & Industrial Relations
c/o Worker Health Program
401 Fourth Street
Ann Arbor, MI 48103
"Blood Pressure Control at the Worksite"
$5.00

Health Education Services
P.O. Box 7126
Albany, NY 12224
A Handbook for Worksite Blood Pressure Programs
$2.00

Mental Health Promotion

Center for Industry and Health Care
Boston University Health Policy Institute
53 Bay State Road
Boston, MD 02215

Occupational Lung Disease

American Lung Association
1740 Broadway
New York, NY
(or your local chapter)

Smoking Cessation

Health Insurance Association of America
1850 K Street NW
Washington, DC 20006

Health Newsletters

Harvard Medical School Health Letter
Department of Continuing Education
Harvard Medical School
79 Garden Street
Cambridge, MA 02138

Continued . . .

FITNESS/HEALTH BULLETIN

Health/Facts
Center for Medical Consumers and Health Care
237 Thompson Street
New York, NY 10012

Health News
Healthfax, Inc.
125 E. 23rd Street
New York, NY 10010

Shape Write-Up
Corporate Fitness Programs
11300 Pinehurst Way NE
Seattle, WA 98125

Taking Care
Center for Consumer Health Education
380 W. Maple Avenue
Vienna, VA 22180

Your Health and Fitness
Curriculum Innovations, Inc.
3500 Western Avenue
Highland Park, IL 60035

Additionally the following resources will help you out:

National Health Information Clearinghouse
P.O. Box 1133
Washington, DC 20013
800-336-4797

This organization offers a one-stop shopping approach to obtaining health information on a wide variety of topics. This hot-line number is a must for your phone file. They will refer your request to one of 2,000 groups.

Associations
American College of Sports Medicine
1940 Monroe
Madison, WI 53706

American Alliance for Health, Physical Education, Recreation, and Dance
1900 Association Drive
Reston, VA 22091

American Association of Fitness Directors in Business
1312 Washington Blvd.
Stanford, CT 06902

National Employee Services and Recreation Association
2400 S. Downing Ave.
Westchester, IL 60153

CPR Classes
American Heart Association
7320 Greenville Avenue
Dallas, TX 75231

American Red Cross
National Headquarters
Washington, DC 20006

First Aid
American Red Cross
National Headquarters
Washington, DC 20006

Nutrition
Home Economics & Human Nutrition Extension Service
U.S. Department of Agriculture
Washington, DC 20250

Human Nutrition Information Service
U.S. Department of Agriculture
6525 Belcrest Road
Hyattsville, MD 20782

National Dairy Council
6300 N. River Road
Rosemont, IL 60018

Nutrition Foundation
Suite 300
888 Seventh Street, NW
Washington, DC 20006

Society for Nutrition Education (SNE) Resource Center
1736 Franklin Street, 9th Floor
Oakland, CA 94612

Smoking Cessation
American Cancer Society
Public Education
777 Third Avenue
New York, NY 10017

American Health Foundation
320 E. 43rd Street
New York, NY 10017

American Lung Association
1740 Broadway
New York, NY 10019

National Center for Health Education
39 E. 29th Street
New York, NY 10010

Office of Cancer Communications
National Cancer Institute
Room 10A18 Building 31
National Institutes of Health
Bethesda, MD 20892

Technical Information Center
Office of Smoking & Health
Park Building, Room 116
5600 Fishers Lane
Rockville, MD 20857

Now that you have the contacts, you are on your way. The following hints may prove helpful to you in your quest for information:

- Explain why the information is needed. Most organizations want to share information and they respond to openness with openness.
- Aim to establish rapport, the same as in any business relationship.
- Avoid a canned request, i.e., reading a lot of questions or firing off a lot of give-me's. No one wants to be treated like a stock clerk.
- Be helpful. Tell them about your projects, how your project may help others.
- At times you may have to be persistent. Write a few letters, or make some phone calls; sooner or later you will find the right helper.
- Write a thank-you note. It could be a big plus if you need additional research for your project.

Good luck. Get the information and expand your programs!

Randy Schools, CESRA, is NESRA's Vice President, Public and Government Affairs, and General Manager, National Institutes of Health, Recreation and Welfare Association.

New Associate Member Offerings

Editor's Note: *The "Associate News" department has been created to provide a valuable service to* ESM *readers. As you can see, the department will list new Associate Members and their offerings. In addition, information on new services, products and discounts available through NESRA's Associates will appear on this page.*

AIR FRANCE
875 North Michigan Ave.
Chicago, IL 60611
(312) 440-7915
Contact: Lee R. Young

Thinking of going to Europe? Let Air France assist in giving you the best value for your group arrangements. In the Midwest, contact the office listed above.

COMMLEISURE, INC.
dba Howard Johnson's Fountain Park Hotel
5150 W. Spacecoast Parkway
Kissimmee, FL 32741
(305) 396-1111
Contact: Chuck Wheatley

CommLeisure features a lighted tennis court, playground for children, outdoor exercise area, jogging track and golf course. NESRA members can receive a $49 rate for a single, double, triple or quad room year around, including holidays (depending on room availability). Reservations can be made through the Howard Johnson hotels.

EMBASSY SUITES HOTELS, INC.
222 Las Colinas Blvd.
Suite 1700
Irving, TX 75039
(214) 556-1133
Contact: Lee Wegner

Embassy Suites Hotels is an all-suite hotel chain. The suite rate includes two hours of cocktails and a cooked-to-order full breakfast. Also, depending on the location, full recreation facilities are offered. There are 59 hotels open and operating. Special weekend and group rates, plus a corporate rate program are available.

FITNESS MANAGEMENT MAGAZINE
P.O. Box 1198
Solana Beach, CA 92075
(619) 481-4155
Contact: Edward H. Pitts

Fitness Management *is a magazine for professionals in adult physical fitness. Editorial content emphasizes 1) professional practice which is physiologically and psychologically safe and effective in developing adult fitness and 2) cost-effective management of fitness centers and programs.*

HEALTH EDCO, INC.
5045 Franklin Ave.
P.O. Box 21207
Waco, TX 76702-1207
(817) 776-6461
Contact: Leonard Hooks

Health Edco sells health education slides and film strips, and drug, smoking and alcohol posters to companies with wellness programs. Quantity discounts are available on certain items.

HIMARK ENTERPRISES, INC.
Box 1234
155 Commerce Drive
Hauppauge, NY 11787
(516) 273-3300
Contact: Roger P. Gildersleeve

Himark Enterprises, Inc. is a leading export distributor of over 1,200 better houseware, giftware and tabletop items. Cornwall Industries, a top-of-the-line domestic wooden ware manufacturer, is a subsidiary. Showrooms are located in New York, Atlanta, Dallas and Los Angeles. NESRA members will receive a 10 percent discount.

ORLANDO CONVENTION BUREAU
7680 Republic Dr., Suite 200
Orlando, FL 32819
(305) 345-8882
Contact: Paul Steiner

For the asking, the Orlando Convention Bureau will send its "1986 Official Visitors Guide." It features attractions, camping information, child care, auto rental, restaurants and a map of the area.

PLATINUM ADVERTISING, INC.
4950 W. Southern
Phoenix, Arizona 85009
(602) 237-3333
Contact: Ben Arnold

Platinum Advertising, Inc. is a full-service outdoor carnival company. They also plan company outings and picnics. NESRA members can receive a 20 to 50 percent discount, depending on the market.

PROFESSIONAL ASSOCIATION OF DIVING INSTRUCTORS
1243 E. Warner Ave.
Santa Ana, CA 92705
(714) 540-7234
Contact: Robert Wohlers

PADI represents local professional retailers selling diving equipment and instructors offering PADI scuba diving instruction. Corporate scuba diving programs are available.

SPIRIT WHITEWATER, INC.
1001 Rose Avenue
Penngrove, CA 94951
(707) 795-7305
Contact: John Munger

Spirit Whitewater, Inc. offers white water rafting trips in Kings Canyon,

California. Rafting trips on the Sierra River are two days long and include five meals. Group discounts are given for midweek trips; an additional 20 percent to NESRA affiliated companies for midweek trips.

TENNESSEE GOLD AND SILVER EXCHANGE
(Division of Variety Distributors)
1717 Elm Hill Pike
Nashville, TN 37210
(615) 360-2277
Contact: Phyllis Crowell

The Tennessee Gold and Silver Exchange sells 14K gold, sterling silver, gold-filled and semi-precious stone jewelry at wholesale prices. NESRA members are eligible for a 20 percent discount.

3-D BANNER SYSTEMS, INC.
3717 Rosecrans Ave.
Hawthorne, CA 90250
(213) 679-4792
Contact: Howard Messer

3-D Banner Systems manufactures cost-effective, changeable and reuseable signage used in the promotion of employee recreation events, banquets, corporate sponsorship and other special events. 3-D will give 10 percent discount to all general and associate members of NESRA.

VIKING PENGUIN, INC.
40 W. 23rd St.
New York, NY 10010
(212) 337-5422
Contact: Ann Klein

Viking will send a list of the health and fitness books it publishes when requested at the above address. Viking offers a 40 percent discount for five or more copies of publications.

1986 Exhibitors Guide

Booth Number	Exhibitor
1	Orbit Sales
2	The San Diego Zoo/The San Diego Wild Animal Park
3	Action Packets, Inc.
4	Royal Palms Inn
5	Walt Disney's Magic Kingdom Club
6	Walt Disney's Magic Kingdom Club
7	Wet 'n Wild
8	Seabrook Island Resort
9	Holiday Inns, Inc. Orlando Region
10	Catalina Channel Express
11	Industrial Foto
12	Encyclopaedia Britannica
13	Hastings & Chivetta Architects
14	Kentucky Educational Television
15	Swerseys Chocolates
16	Westin Hotels World Headquarters
17	Angersbach International Tours, Inc.
18	National Rifle Association
19	Marcy Fitness Products
20	Marcy Fitness Products
21	Marcy Fitness Products
22	American Brochure Distributing Company
23	Bronson Pharmaceuticals
24	Queen Mary & Spruce Goose
25	Princess Cruises Resorts & Hotels
26	Fort Magruder Inn and Conference Center
27	Swissair
28	Stouffer Hotels
29	Puerto Rico Convention Bureau
30	Tourism Canada
31	The Court of Flags Resort & Conference Hotel
32	deBeer/Baseballs & Softballs
33	Certron Corporation
34	Play Mate Resort Marinas
35	Universal Studios Tour
36	ALM Incentives
37	Hydra-Fitness Industries
38	Hydra-Fitness Industries
39	Guardian Photo, Inc.
40	Del Webb's Nevada Club Casino & Hotel
41	Marine World Africa USA
42	Musco Sports-Lighting, Inc.
43	Brunswick Recreation Centers
44	American Photo Group
45	Colony Resorts
46	GSC Sports
47	Jugs, Inc.
48	See's Candies
49	Oneida Silversmiths
50	Kern River Tours
51	Employee Photo Service, USA
52	Sea World
53	Fanny Farmer Candy

54 Universal Gym Equipment
55 Universal Gym Equipment
56 Universal Gym Equipment
57 Fun Services
58 Fun Services
59 RJ Bradberry Company
60 Raging Waters
61 Knotts Berry Farm Foods
62 Knotts Berry Farm
62A Martin Zamir Co.
63 TruColor Foto
64 LSB Company, Inc.
65 Entertainment Publications
66 Velva Sheen Mfg. Co.
67 Kings Island
68 California Charter Buses, Inc.
69 Milford Plaza Hotel
70 Colorcraft Corporation
71 Weekends Unlimited—E.F.P. Inns
71A 3-D Banner Systems, Inc.
72 Costa Cruises
73 Marineland
74 Fotomat, Inc.
75 Wallyball International, Inc.
76 Kirkwood
77 Palm Springs Aerial Tramway
78 American Bowling Congress
79 Antigua Sportswear, Inc.
80 Child-Care Management Services, Inc.
81 European Jewelers
82 Calamigos Ranch
85 The Meadowlands Sports Complex
86 Catalina Cruises
87 Catalina Cruises
88 Direct Photo
89 Royal Cruise Line
90 Fitness Research Center—The University of Michigan
91 Donald DeMars Associates
92 National Capital Center for Sports Vision, Inc.
93 Safe Designs
94 Autoland, Inc.
95 Smith National Jewelry
96 U.S. Associates
96A Prices Fine Chocolates
97 Concord Resort Hotel
98 Days Inn
99 International Recreational Connection
100 Six Flags Magic Mountain
102 The Living History Centre
103 Howard Johnson Fountain Park Hotel
104 American Way Travel, Inc.
105 Best Western Mardi Gras Inn
106 Palace Station Hotel & Casino
107 Hacienda Hotel & Casino
108 La Mirage Hotel & Casino
109 Mini-Price Inn
110 Holiday Inn Casino
111 Union Plaza
112 Whiskey Pete's Hotel & Casino
113 Grandma's Fruit Cake/Metz Baking Company
114 Las Vegas Convention & Visitors Authority
115 Golf N' Stuff Family Fun Centers
116 Pacific Theatres & Shakey's Pizza Restaurants
117 Fox Photo, Inc.
118 Residence Inn Hotel
119 Thunder Cloud/Robinhood Inn
120 Potter Development Properties
121 International Playtex
122 Commercial Management
123 Florida Leisure Attractions, Inc.
124 Serve-All Marketing Services, Inc.

HOW DOES YOUR CHILD MEASURE UP



Two-thirds of our children can't pass a basic physical fitness test. Forty percent show early signs of heart and circulatory problems. Many are overweight.

Why? Most children do not get enough vigorous exercise to stay in shape.

The Presidential Physical Fitness Award Program offers a child a challenging, effective and FUN way to shape up–at home or at school!

SUPPORT YOUR CHILD

...when it comes to fitness. Find out if your child's school has a sound physical education program. Write:

PRESIDENT'S COUNCIL ON PHYSICAL FITNESS & SPORTS

FITNESS
Dept. 35
Washington, D.C.
20001

The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim Schriber—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Peg Horrigan—(617) 276-7329 or Kathy Carney—(617) 895-3228.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 274-2777.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1986 NESRA Conference and Exhibit will be held May 14–18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

August 22–24, 1986. NESRA Region IV Conference and Exhibit. Seabrook Island, South Carolina. Contact Wayne Lee—(803) 761-4026.

September 25–27, 1986. NESRA Region III Conference and Exhibit, The Drake Oakbrook, Oakbrook, Illinois. Contact Jesse Guerra—(312) 840-4305, or Patt Cheney—(312) 337-1244.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio. Contact Ken Evans—(216) 622-8257.

Is our love for the great outdoors killing our forests?

Last year, millions of Americans went wild over the great outdoors.

We camped, hiked and biked across our forests in record numbers.

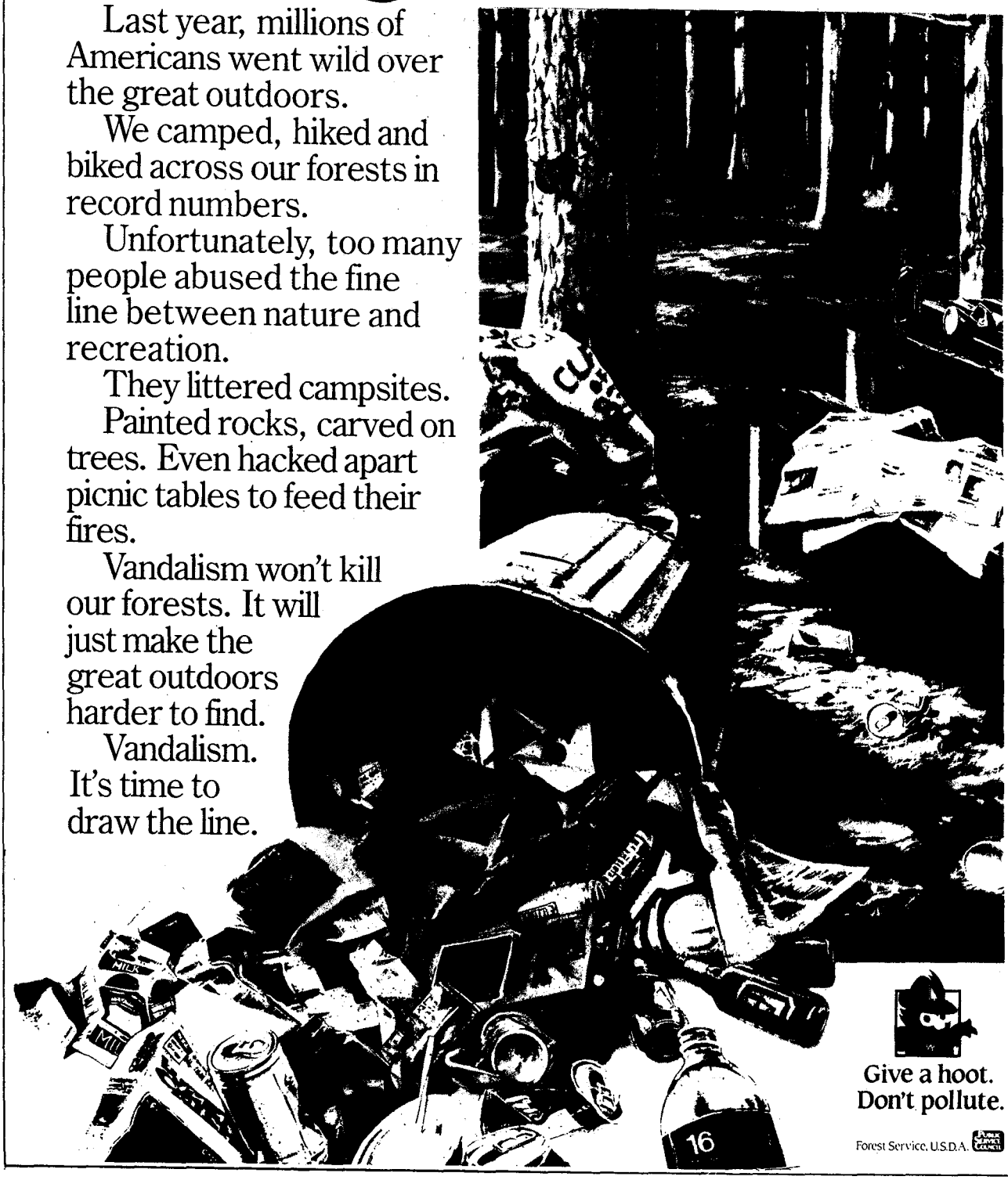
Unfortunately, too many people abused the fine line between nature and recreation.

They littered campsites.

Painted rocks, carved on trees. Even hacked apart picnic tables to feed their fires.

Vandalism won't kill our forests. It will just make the great outdoors harder to find.

Vandalism. It's time to draw the line.



Give a hoot. Don't pollute.

Forest Service, U.S.D.A.



Now NESRA members can save up to 50% on fine furniture & carpets.

NESRA members can now join the Catalog Revolution. We have no showy showrooms. Just catalogs from America's best known high fashion furniture, rug and carpet manufacturers – most of whom are located near our sparkling new distribution center adjoining High Point, North Carolina, the furniture capital of the world.

Now NESRA members can buy direct. No more waiting for special sales or buying close-out and out-dated merchandise. At Cherry Hill they can buy the latest styles of brand new interior furnishings, all first quality at everyday low prices with savings up to 50% off retail. NESRA members will be able to select from more than 500 of the finest brands. Names like: *HENREDON, CENTURY, FICKS REED, KITTINGER, KARASTAN* carpets – *STEELCASE* and *BAKER CONTRACT* for offices – to mention a few.

There are no membership dues or hidden costs. We provide nationwide inside home or office delivery. There is no sales tax on shipments outside of North Carolina.

Cherry Hill is a second generation family-owned business established in 1933 – providing more than 50 years of expert service. Member: Chamber of Commerce of the United States; Better Business Bureau of Central North Carolina; NESRA.

Employee service managers can order a no charge Cherry Hill Portfolio of Interiors package with full information on how to participate in this program by calling our toll-free number. Or write to us at the address below. Employees can ask their employee service manager for details or call our toll-free number.

Cherry Hill
FURNITURE
CARPET & INTERIORS

1-800-328-0933
in most states

P.O. Box 7405
Furnitureland Station
High Point, North Carolina
27264 1-919-882-0933

Associate member NESRA

Employee Services Management

EMPLOYEE RECREATION | HEALTH AND EDUCATION | JULY 1986



How to Gain Management Support

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT, Keynotes,* a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Educatio and Research Foundation develo and collect information on the lates trends, methods and techniques o employee recreation and repor findings to members. Surveys con ducted cover all phases of em ployee recreational activities. Th studies enable members to evaluat their programs and to keep in formed of trends.

Types of Membership

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Associate—Available to compa nies, trade associations and othe business organizations and enter prises, dealing in products and/o services, which wish to establish relationship with the Association an its members, for mutual benefit, o to contribute to the development an enhancement of employee services recreation projects or programs.

Chapter—Available to any Chap ter and its membership based upo 100% affiliation.

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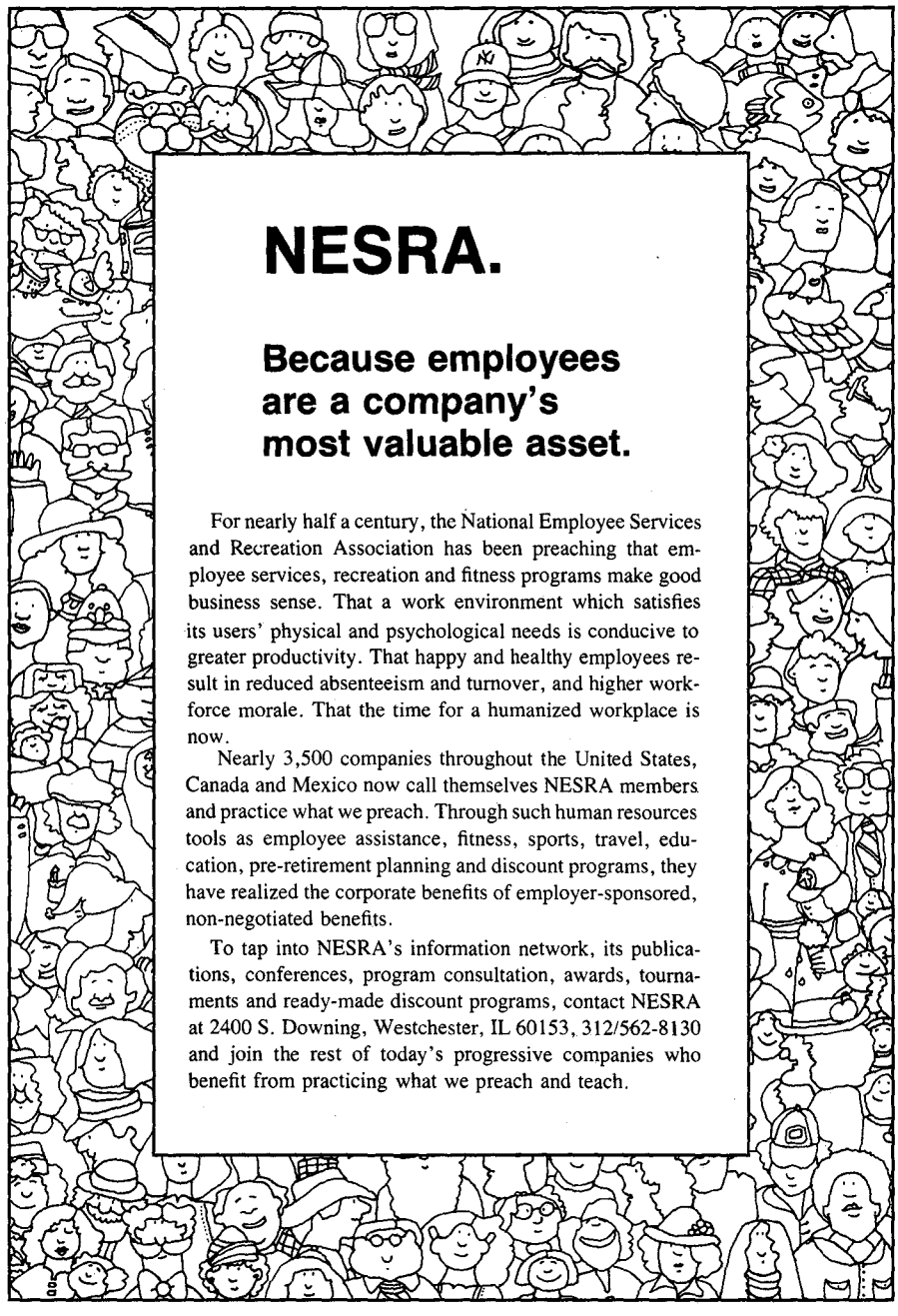
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Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

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EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 5

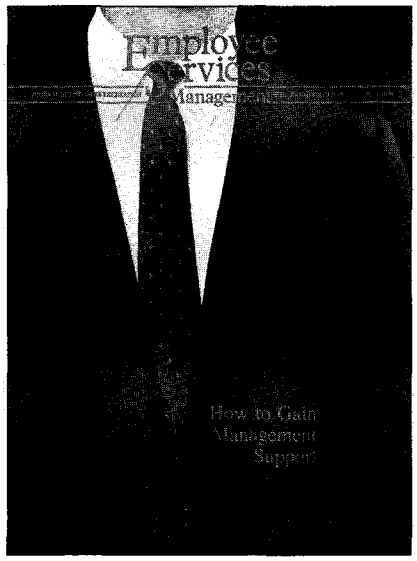
In this issue . . .

"You know what your programs do and how valuable they are to your company and its people. Does management share your conviction?

"As a coordinator of your company's employee services and activities, it's your job to clearly define the goals and objectives of each employee program and what they will net for both management and employee. You have to stand up there and say it bluntly. You have to talk about training costs and retention rates. You need to start a campaign to make it happen."

This month's cover story tells "How to Gain Management Support for Your Program."

A variety of perspectives on employee services and recreation complement the cover story. Offering the employee viewpoint, "Why Do They Participate? The Employee Perspective" surveyed employees to find out. Another feature focuses on "Integon: A Case Study in Employee Services and Recreation for the Small Company." And this month's Manager's Memo presents the older workers' rewards of recreation.



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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

New York First in Travel Costs

Traveling executives spent an average of $152.84 per day for food, lodging and a rental car, according to figures published in the *Wall Street Journal*. In 1985, the most expensive cities were ranked as follows:

New York	$277.16
Washington	235.43
Boston	218.59
Philadelphia	206.50
Chicago	205.67

Jogging Trend Slows

A Gallup Poll shows the number of people who run or jog has dropped from 30.2 million in 1984 to 25.5 million last year. According to *USA Today* and *Runner's World*, "the USA's trendy interest in weekend jogging—the fitness fad of the 1970s—has run down a bit."

Despite the overall decline in the number of joggers, a hard-core group of runners has emerged. These seven million "lifestyle" joggers run at least 120 days a year.

Layoffs Prompt New Programs

Layoffs triggered by the widespread shutdown of plants and other facilities are causing companies to set up new programs to ease the pain for dislocated employees, according to a Conference Board study.

While there is no clear-cut strategy to guide companies in dealing with shutdowns, there is a strong consensus that programs should contain four major ingredients: advance notice, severance pay, extended health care benefits, and outplacement help.

Key findings of the Conference Board study included:

- Of the closings reported, 79 percent extended health care benefits for displaced workers.
- The emotional shock to employees who lost their jobs in surveyed companies may be less than has been widely suggested. One reason is that their companies' performance was declining for a long period and many had already been moonlighting to cushion the impact.

Diets Go Back to Basics

What's the latest way to lose weight? According to a new book, *Nutrition for the Working Woman*, it's following the lessons Mother taught years ago. It's back to the basics of the four food groups.

USA Today reports that "in the diet-prone 1980s, a non-diet is a radical



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idea." The book calls for planning meals using the meat, dairy, grains, and fruits and vegetables food groups; eating less but never skipping a meal, and exercising more.

Audrey Cross, the book's author, suggests keeping a food diary as the first step to a healty diet. She also recommends substitution as a key: Substitute whole wheat bread for white, or an apple for apple pie.

Regional Conference Reminder

As the summer draws to a close, it's time to think of the promising opportunities fall holds in store. NESRA regional conferences can provide the network and ideas you need to give your programs a boost. Mark these dates on your calendar:

August 14–17, 1986
NESRA Region IV Conference and Exhibit
Seabrook Island, South Carolina
Contact: Wayne Lee (803) 761-4068

September 25–27, 1986
NESRA Region III Conference and Exhibit
The Drake Oakbrook, Oakbrook, Illinois
Contact: Jesse Guerra (312) 840-4305 or Patt Cheney (312) 337-1244

October 29–31, 1986
NESRA Region II Conference and Exhibit
Stouffer's Inn-on-the-Square, Cleveland, Ohio
Contact: Ken Evans (216) 622-8257

Older Workers Are More Productive

Job performance may increase with age, contrary to the prevalent belief that employees become less productive as they get older. This is according to a study published in the *Journal of Applied Psychology* and reported in the *Washington Post*.

"A lot of people view the older worker as a poorer employee," said David Waldman, industrial psychologist who co-authored the study. "This is a fairly prominent stereotype, especially in such a youth-oriented society."

While the study found little relationship between age and job performance, employee evaluations by supervisors showed a decline in performance with increasing age. Apparently, said Waldman, supervisors' evaluations were affected by the stereotypes.

Out to Lunch

Does your boss take lunch hours that last long into the afternoon? According to *Association Management,* "the executive lunch hour that stretches into infinity is more myth than reality."

Top executives average two 91-minute business lunches a week, says a survey by Accountemps. Only 6 percent have lunch out five times a week; this habit takes up 11 35-hour work weeks a year.

You Can Judge a Food by Its Cover

A valuable library awaits on your grocer's shelves. Purdue University points out that on most of the 10,000 or so items stocked in supermarkets, labels offer the inside story.

In the dairy case await sour cream and its imitator. What's the difference other than the price? Anything labeled "imitation" is a fabricated food that resembles conventional food but is not nutritionally equal or superior to it. Nearby is whipped topping and whipped cream. The topping is the nutritional equivalent of the cream, so the topping is not labeled "imitation," but its label must list ingredients.

How about fruit juices, drinks, nectars, punches—many with oversized "Vitamin C" printed on the label? Products labeled "fruit juice" must contain only juice squeezed from ma-

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ture fruit. Fruit drinks, nectars, juice drinks, punches and juice cocktails usually contain larger amounts of sugar and water than pure juices.

Labels also tell if a can of stew has more potatoes than beef or if a box of cereal has more sugar than bran. Ingredients must be listed in descending order of the amounts contained in the package.

Mechanical Engineering Explains Back Pain

Bending to the floor to pick up a pencil might burden your lower back more than chopping wood. Tensing the trunk muscles without lifting any weight can strain your spine as much as vigorous exercise.

Lower back injuries stemming from such tame movements have baffled physicians for years and have been the subject of much conjecture. But now, information on how task performance loads the spine is beginning to emerge from an unexpected source: the science of mechanical engineering.

"It's the load on the spine that is important and not necessarily the weight being lifted," said University of Michigan Professor Albert Schultz, a mechanical engineer who has spent 17 years conducting research on the human spine.

The weight of the upper body of an erect person places 70 to 80 pounds of load on the lower back. Moderate activity can impose 100 to 200 pounds of spinal load, and strenuous activity can raise the load to 500 pounds.

Muscle tensions required to prevent a leaning person from toppling can put large pressures on the lower spine. For some people, 1,000-pound loads can begin to crush the spine.



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Nearly Half of Companies Have EAPs

Nearly half of the companies surveyed by the Administrative Management Society have some form of employee assistance program (EAP) or counseling program. Of the 305 companies questioned, 47 percent have an EAP, reports *Management World*.

Alcohol and drug abuse counseling is the service most used by employees at the surveyed companies. Other popular services include pre-retirement counseling, emotional/stress counseling, termination counseling, and career counseling.

Some 30 percent of the companies reported a drop in absenteeism after starting an EAP, while 23 percent experienced a drop in turnover. Of the surveyed companies not currently offering an EAP, six percent are considering some type within the next year.

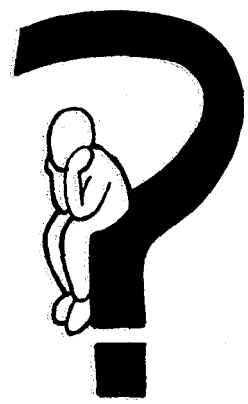
MBAs Affect Salaries Differently

A master of business administration (MBA) degree will help close the salary gap if you are female and a member of the lower or middle class, according to a comprehensive University of Missouri-Columbia study.

One of the major findings is that effects of the MBA on current salaries depend upon the socioeconomic background of the individual.

"For people from upper and upper-middle class backgrounds, the MBA made no difference," said Dr. Tom Dougherty, co-author of the study. "People with an MBA who belong to the middle, lower-middle and lower classes have an $11,000 a year advantage."

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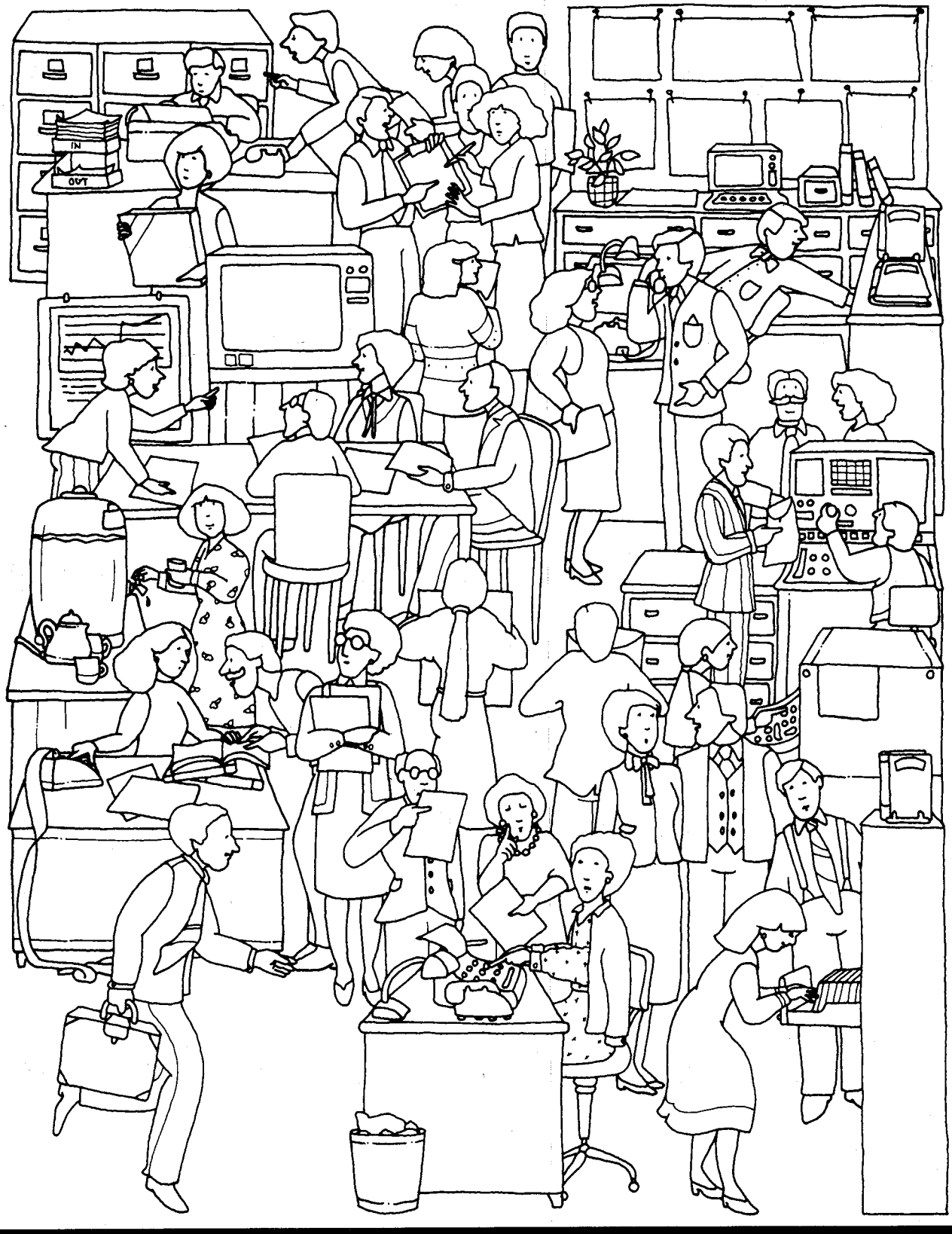
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Why Do They Participate?

The Employee Perspective

by Teresa M. Streitz

"In a society that is seemingly growing more and more impersonal, it is beneficial to have the opportunity to socialize through the common bond of a work place."

That is the feeling of Ken Vicary, 34, analyst/programmer at Owens-Corning Fiberglas in Toledo, Ohio. Vicary is just one of 40 individuals who responded to the following question: Why do you participate in employee services and recreation programs, and what benefits do you derive from your participation?

The respondents (23 men and 17 women) are employees of 16 NESRA member companies located across the United States. They range in age from 23 to 62 and participate in diverse programs such as aerobics, chorus, road racing, whitewater rafting, and Junior Achievement and Scout activities. This survey was conducted in order to find out directly from the participants the importance of employee services and recreation programs. We have heard top management and recreation administrators' views on how the company benefits from these programs; now it is time to hear from the participants themselves.

The respondents cited a variety of reasons for participation in their companies' programs. Some of the reasons included social benefits, improved physical fitness, personal growth, competition, savings and convenience. Their motives are not only interesting but also informative for today's recreation administrator. Planning programs or justifying their existence is easier when you understand your participants and their needs.

Not surprisingly, the most frequently cited reason for participation was the social aspect. Regardless of age, three quarters of the respondents felt that they were able to foster lasting friendships through involvement in their employee club or association.

Robert N. Lee, 48, chief claims examiner at Integon Corporation in Winston-Salem, North Carolina, said, "The workday is made much more pleasant by meeting smiling faces in the hallways and knowing those smiling faces are not only co-employees, but that they have become friends. To me that is the greatest benefit of all."

> **"Employee recreation programs help me develop professional ties on a more personal level."**

According to many respondents, these social rewards prove to be very beneficial. Participants are given the opportunity to interact with employees of other divisions or departments and make contacts that are important both on and off the job.

Randall K. Stevens, 27, a loan officer at the National Bank of Detroit in Detroit, Michigan, finds that the employee recreation programs provide an environment which enables him to "develop professional ties on a more personal level." The setting helps establish a better rapport with other employees, resulting in improved employee relations and camaraderie in the work place.

Christine Yezbick, 23, also an employee at the National Bank of Detroit, has learned a lot about different departments within the bank through her involvement in intramural baseball and the ski club. By socializing with bank employees she finds that when calling a different department for information she not only knows whom to contact, but she has a friend who is eager to help.

These friendships go beyond the nine-to-five work hours, too. Involvement in employee clubs and associations provides the opportunity for making that initial contact with other employees which is often the foundation of lasting friendships.

The physical benefits derived from participating in employee recreation activities are also important to the respondents. They are able to maintain and improve their level of physical fitness by working out in weight rooms, doing aerobics, swimming, playing basketball, handball and racquetball.

Katie Graham, 26, of General Dynamics in Fort Worth, Texas, is active in her company's health and fitness programs. "The General Dynamics Recreation Association (GDRA) Health/Fitness Center is well equipped for both aerobic activities and weight training. Running, swimming and cycling keep my cardiovascular system in great shape and help me maintain my weight."

Another employee of General Dynamics, 56-year-old Dwight Buras, expressed his reasons for participation in the following way: "The benefits derived from participating in the various activities and programs are vital to my health and well-being. I play handball and racquetball, run on the treadmill, and ride the stationary bike. All contribute to my aerobic conditioning, and my use of weight machines improves muscle tone. That is why I take ad-

vantage of the programs and facilities here at GDRA."

The responses also indicated that the participants feel better about themselves due to their involvement in employee programs. Mike Hutchins, a 28-year-old senior systems programmer at Allstate Insurance Company in Northbrook, Illinois, is a member of the employee choir. The choir often performs outside of the company at retirement homes and homes for the disabled. Hutchins gets a great sense of satisfaction knowing he has helped brighten their day. This inner satisfaction of helping others is also experienced by Junior Achievement advisers and Scout leaders.

Other participants experience personal growth as a result of programs and seminars offered by their employees' club, like Justine Brooks, 42, of Integon Corporation. She said, "Through leadership roles in the employee activities association, I have learned a great deal about myself—my strengths, weaknesses and interests."

Constance L. Bixler, personnel services assistant at Owens-Corning Fiberglas, shares a similar feeling about her involvement in employee activities. By attending cultural and educational programs, she feels she has attained more poise and confidence.

Likewise, Ralph L. Brown, a 47-year-old employee of The Boeing Company in Seattle, Washington, said, "Becoming active in organizational activities provides exceptional personal growth opportunities in the areas of management skills, business experience and working with people. Additionally, the confidence gained in accomplishments carries over to the work place."

The competitive spirit is present in those who participate in employee services and recreation programs. Terry O'Neil, 29, assistant credit officer at the National Bank of Detroit, is active in various leagues and tournaments. "Participation in these programs allows me to compete against my colleagues and see how I perform relative to them," said O'Neil.

> **". . . my company is interested in me as a person, not merely as a worker."**

Tom Anderson is a senior programmer with Soo Line Railroad Company in Minneapolis, Minnesota. The 37-year-old member of the Soo Line running team said, "I do not race as much as I used to, but I still enjoy racing with friends from work in a competition where the emphasis is on participation."

Another reason contributing to the popularity of employee clubs and associations is the economic factor. Respondents stated they save money by taking advantage of discount services and products which are available to them. They are able to use facilities (weight rooms, basketball courts, etc.) and attend programs and classes at very reasonable costs.

For someone as active as Eugene T. Howard, 58, assistant project engineer at General Dynamics, the savings are abundant. Howard participates in aerobics; plays handball, badminton, racquetball and tennis; attends seminars; and purchases local entertainment tickets at reduced rates. "General Dynamics Recreation Association is better than belonging to a country club, and infinitely less expensive," he said.

Participants not only save money, but valuable time, too. Free time is precious and everyone wants to spend it wisely. Leslie Ann Diapola, community education coordinator at Good Samaritan Hospital and Medical Center in Portland, Oregon, enjoys exercising every day. Diapola, 24, stated, "The facilities and activities are convenient and much more accessible. My time after 5:00 p.m. is important to me and having exercise programs available throughout the day as well as in the evening gives flexibility to everyone's schedule."

The social benefits, improved level of physical fitness, personal growth, competition and savings are the most popular reasons given by the 40 men and women who responded to the questionnaire. These are by no means the only benefits of participation which they cited. The following advantages of employee services and recreation programs were also listed: they reduce stress, relieve pressure, boost morale, improve skills, open up new doors and stimulate creativity.

One significant factor also resulting from the existence of employee clubs and associations is the development of a more positive attitude toward the company by the participants. The responses clearly revealed the employees' favorable opinion of their companies. James Rowland, 24, senior telecom analyst at Federal Express Corporation in Memphis, Tennessee, is able to see a lighter, fun side of the company through his involvement with the employee council.

Constance L. Bixler expressed similar thoughts: "Employee services . . . a benefit which definitely states that Owens-Corning Fiberglas is interested in me as a person, not merely as a worker."

Rocky Perko, 36, is a production/development planner and enthusiastic member of the Boeing whitewater rafting club. This club was able to develop and grow because of the support of The Boeing Company in the areas of organizational counseling, program promotion, insurance and legal support services.

Regardless of the activity, the motive for participating or the benefit derived, the respondents ultimately felt good about their involvement and their company. Manuel Chico Perez, a 60-year-old advertising operations and export administrator, said it well, "I think the Goodyear Tire and Rubber Company has one of the finest recreational and physical fitness programs worldwide."

Teresa M. Streitz is a graduate of the University of Illinois, Champaign-Urbana, who recently completed her internship at NESRA headquarters.

How to Gain Management Support For Your Program

by Frank A. DeLuca

Whether your title is recreation director or employee services administrator, it's safe to say that the success of your programs, and in essence your job, depends on how well you communicate with the management and employees you serve.

When planning any employee service program or recreation activity, consider these three simple questions:

- How will it serve the employee?
- How will it benefit the company?
- How will it affect the surrounding community?

Look at the answers you come up with and consider any problems you foresee. Then consider what methods you might employ which could alleviate, avoid or solve these problems.

After thoroughly considering these questions and answering them to your satisfaction, you'll be ready to communicate your program to management. And you'll be happy to find that this method will not only help you improve your degree of communication to management, it will also serve as a good checklist in planning your programs.

You know what your programs do and how valuable they are to your company and its people. Does management share your conviction? Or does it simply believe that employee service programs are "a nice thing to do *when* . . . *when* profits are up . . . *when* there is less concern over cutbacks?"

Your knowledge and access to the specialized information and resources of your field are crucial to convincing your management that your employee service program can help the company do a better job of handling that resource called people. You have to stand up there and say it bluntly. You have to talk about training costs and retention rates. What does it cost to have an employee flat on his back, unable to recover from a heart attack? What does it cost when people are bored with their jobs and hate to come to work?

People in top management will listen to someone who can present some sensible answers to these questions. But it

is rarely outlined clearly for them. This is your opportunity.

You are a professional and how you demonstrate that professionalism will affect how well you communicate the objectives, benefits and advantages of your programs. Successful programs and events don't just happen. As a coordinator of your company's employee services and activities, it's your job to clearly define the goals and objectives of each employee program and what they will net for both management and employee. As a communicator, *you* are the link between management and employee. It's your job to inform each of them about the needs and desires of the other.

> **"What does it cost when people are bored with their jobs and hate to come to work?"**

You need to start a campaign to make it happen. Develop a "strategic plan" to market your program to management. Here are a few things to consider in your planning:

- You are management. Whether your title implies it or not, you manage programs, budgets, volunteers, and the wants of your employees.
- Gather your core group together and brainstorm about your goals, short term and long term. Ask them, "What do we want to have . . . what do we want to be in five years?"
- Prioritize those ideas and fantasies.
- Take the top two or three and identify what action items are necessary for them to happen. This is where you plan your key steps to your end result.
- Identify what resources you have available in your company to help you meet your goals; such as the training department, graphics department, the newspaper editor, even people you can barter with. (You can get anything you want in life, if you help enough people get what they want.)
- Work out your strategic plan by taking the above information and setting up a time frame and assigning activities. (We can accomplish anything if we plan.)
- Share your dreams, your plan, with the core group. It helps to stimulate and motivate.
- Do it well. Set quality standards for yourself.
- Identify the major company goals and make them part of your plan too. (Improve productivity, enhance company pride, develop a strong esprit de corps, create some fun.)
- Be aware of your program's image to your customers, all of them. Develop a logo if you do not already have one. Make it positive and use it on everything.
- Before implementing your plan, review it with a mentor, someone you respect, preferably from a senior management position. They will be flattered and may want to stay informed of your progress.
- Don't do anything dumb! Just remember step 1 when you put that management hat on. Think of how your program affects the company. Are the posters in good taste? Am I running a safe program? What can go wrong? Practice reasonable care in your program.
- Become your own public relations department. Tell the benefits of your program to the company and the employees, just like Pepsi, Coke, Burger King and McDonald's do. They don't have the public guess which one is the best. They tell them constantly. How often do you market your program to your customers?
- Make your boss and his boss look good. Don't gamble on what you want them to say; offer to write their speech or draft the outline, etc.
- Stay positive. If you don't succeed at first, stay with it. Maybe your goals were too aggressive, maybe the timing was not right.
- Identify management's fears and address each one. Have an answer ready.
- If you are just starting a program, put a proposal together that lists the purpose/objective of the program and specific benefits to the corporation and to the work force. Investigate what local companies do, especially your competitors. Show that you will start small and grow based on need.
- Have a strong plan. Don't let "wild enthusiasm" take over where common

sense left off.

- Write your No. 1 goal on your "to do" list every day and include at least one action item daily.
- Keep the "big picture" in focus.

What information do you give to management? Employees want to know what programs, activities and services they are offered and what benefits they will derive from them. Management is interested in other information. They want to know the cost of these employee services and activities and how the company will benefit by offering them to the employees.

Suppose you want to communicate the benefits of a fitness program to both employees and management. In publicizing the program to your employees, you might highlight advantages of participating, such as improved physical health, increased stamina and a generally improved feeling of well-being. Management should be given this information and more. Corporate benefits of an employee fitness program such as reduced absenteeism, higher employee morale and increased productivity are all benefits to be stressed to them.

Your first responsibility is, of course, to carry our your management's directives. Management is ultimately responsible for the success or failure of the entity which employs you. Accordingly, management establishes your charter and sets your accountabilities. It is then up to you to perform in a manner which helps assure the success of the enterprise.

What can you do? You can plan and administer your employee services program in such a way that it contributes to management's desire and need for harmonious employee relations, lower absenteeism and turnover, and higher productivity.

Almost without exception, employee services administration is a staff function. As is true of most staff departments, employee services does not operate as a profit center but rather as a service center. Consequently, it contributes to the overhead or "burden," instead of profits—at least on a direct basis.

Fortunately, enlightened management accepts and approves the costs related to employee services as long as it is convinced that employee services make a meaningful contribution. If you do your homework and communicate your program effectively, it is not unreasonable for management to agree that the effort and expense will contribute to achieving the desired result of "return on investment:" excellent employee relations.

WHEN MAKING A PRESENTATION TO MANAGEMENT . . .

- Believe in what you are presenting.
- Be clear, concise and accurate.
- Tell them what you do, why you do it and who you do it for.
- Show them it's a win-win situation.
- Tell them what you want (money, support of your plan, more participation, or to provide feedback on your plan/program).
- Share some ideas.
- Answer any questions.
- Show strategy plan.

NOW ASK YOURSELF THESE QUESTIONS . . .

- Are the OBJECTIVES of the program clear to the executive management of your company?
- Do they know the VALUE of the program?
- Do they know WHAT the short and long range goals of your program are?
- What is THEIR perception of the program?
- When was the last time YOU marketed your program?

Frank A. DeLuca, CESRA, is Manager, Employee & Community Services at Avco Lycoming Textron in Stratford, Connecticut.

Part of taking care of business is taking care of my high blood pressure.



In my job I take care of a lot of things. Meetings, presentations, and the needs of a string of clients. So I've got a responsible job. I've also got high blood pressure. And I'm just as responsible in taking care of it. I take my blood pressure pills, watch my weight and go very easy on the salt. I consider taking care of my high blood pressure part of my job. After all, how can I do well unless I take care of myself?

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The National Heart, Lung, and Blood Institute, National Institutes of Health
Public Health Service, U.S. Department of Health and Human Services

PHOTO PROCESSING:

A Picture-Perfect Employee Service

by Joan E. Price, editor

Picture this . . . an employee service that's easy to administer, offers substantial savings to employees, can be a source of profit for the employee fund, and is appreciated by all segments of the employee population.

These were just a few of the benefits mentioned when *ESM* recently surveyed NESRA's photo processing associate members. The survey asked such questions as "What are the benefits?" "What does administration entail?" "How many employees can one expect to participate?" and "What restrictions apply?"

BENEFITS

With the hope of better understanding the potential of photo processing, research began with the benefits. Of course, when offering any employee service, the value to a particular company's work force is paramount.

"Photo industry sources list convenience and quality as the number one reason for where a person decides to have their film developed," explained Tom Kearns of Employee Photo Service U.S.A. "What could be more convenient than having your photo processing needs satisfied right at work?"

Dale Powers of American Photo Group added, "Photography is a popular hobby with employees. There are numerous events which motivate picture taking: holidays, birthdays, vacations, etc. The service offers the convenience factor to employees."

In addition to the convenience of the service, the other benefit most often cited was the lower-than-retail cost. Mark Blaustein of Colorcraft Corporation pointed out that "the employee can also benefit from special programs coordinated between his company and the photo finisher."

When asked about the specific savings an employee could realize by using a photo processing service, the estimates varied from 20 to 50 percent below conventional processing. All stressed that these figures would depend on local market conditions.

Overlapping the benefits to the individual employee are the benefits to the administrator. Kearns gave a good illustration of the realtionship between the two.

"One of the nicest things ever said to me by an activity association director was, 'More employees than ever are coming down to drop off and pick up their film. Most of these employees never knew we offered so many other discount benefits.' "

Kearns continued, "Photo industry sources reveal that nine out of every 10 households in America own a camera. In fact, three out of 10 own more than one. An employee who owns a camera will average eight to 10 rolls of film shot each year. A company with 1,000 employees has about 8,000 potential rolls of film to be processed each year.

"It's easy to see why film developing is one of the most popular discount services offered by employee activity associations."

Richard Frame of Guardian Photo, Inc. explained his service's benefits which were common to several of the respondents. "With our service there is almost no administration because the program is pre-paid. There is no need for a cash register and no need for a full-time person. You utilize a self-service center and the only other area you need is a location such as a reception area, cafeteria, etc., for the employees to pick up their finished work."

Powers summed up the benefits to employee services managers as three simple points: "No inventory costs; can be completely self-service; can generate significant contributions to employee fund."

Elaborating on the last point and answering *ESM's* question, "Is there an opportunity for the company to recover cost of administering the service or retain a percentge of the sales for its activities fund?" Steve Zoref of CS Photo replied, "Absolutely!"

He explained the degree of control the individual manager has over the processing service. "Some customers make as much as 40 percent; some sell the product at cost."

The various steps involved in administering a photo processing service depend on the type of service selected. Basically, these can be categorized into direct mail and pick-up service. While most companies offer both types, pick-up and delivery is the type they recommend.

Philip H. Steblay of Phototron explained, "Pick-up and delivery service is most popular, service time is less,

Photo Processing . . .

and employees can share the fun and memories with fellow employees at work."

Pick-up service is generally offered on a daily basis or less frequently, depending on the company's size and needs. Mail service provides benefits to remote locations or to companies who do not meet minimum volume requirements.

When asked, "Does a company need to have a certain volume, demand or number of employees to qualify for photo processing service?" the NESRA associate members' responses varied.

Frame said, "We've found that in order to justify a daily pick-up Monday through Friday, you should have at least 700 employees." His response could be called an average, with answers ranging from 200 to 1,000 employees as the minumum number for pick-up service. In most cases, mail service is available to companies regardless of size.

As to the actual administration of the service, again, it depends on the specifics of the program selected. Powers put the considerations in general terms.

"Usually the important factors for an employer are to decide where the service will be located; if it should be self-service or part of a company store; what hours the service should be available to employees; and arranging for training by the supplier."

PARTICIPATION

"Eighty-seven percent of all families own a camera. That's a great opportunity and a good target to build a program around," stated Powers.

Photography is a popular hobby and participation in an employee photo processing service will reflect this fact. Of course, many factors will affect the actual participation rate, but Blaustein estimated that 70 to 80 percent can be expected to use the service.

One major factor that will affect participation is that film developing is seasonal. Peak periods include all major holidays and the summer months.

PROMOTION

As in any employee program, promotion is essential to success. First, managers should consider the methods they use to promote other services and activities. Company newsletters, bulletin boards and paycheck stuffers are all possibilities, according to Zoref. In addition, he mentioned point-of-purchase materials in company stores.

Kearns explained another means of promotion related to the type of program offered. "More and more activity associations are offering their photo programs through a fully instructional self-service drop box. Since the photo drop box serves as a major promotional tool, its location is key to the success of the program. Convenient and popular areas such as an employee lounge, cafeteria or employee store are ideal locations."

Oftentimes, the photo service will provide the materials needed to promote the service. Blaustein explained, "The services require no effort on the part of the company. The photo finisher provides all promotional materials and will install them as needed. Most promotions take the form of flyers, posters or bulletins."

CHOOSING A SERVICE

When asked, "What should an employee services and recreation manager look for when selecting a photo processing service?" Powers responded with the following list:

- A quality product.
- A choice of product options to meet the needs of the employee photographers.
- Training availability.
- Reliable service schedule.
- Customer service quality.
- Profit margin requirements.

Other valid recommendations include choosing a company with experience serving employee associations or industrial accounts, competitive pricing, and one that provides support materials.

FOR MORE INFORMATION

To find out more about photo processing as an employee service, talk to the experts—NESRA's associate members listed below:

AMERICAN PHOTO GROUP
Dale Powers, Vice President, Sales
1010 Huntcliff
Atlanta, GA 30338
(404) 587-5050

COLORCRAFT CORPORATION
Mark Blaustein, Advertising Manager
3000 Croasdaile Drive
Durham, NC 27705
(919) 383-8535

C S PHOTO
Steve Zoref, General Manager
47 Main Street
New Britain, CT 06050
(207) 229-2057

EMPLOYEE PHOTO SERVICE U.S.A.
Tom Kearns, President
180 Furler Street
Totowa, NJ 07512
(201) 890-1803

GUARDIAN PHOTO, INC.
Richard Frame, Vice President, Sales/Marketing
43043 West Nine Mile Road
Northville, MI 48167
(313) 349-6700

PHOTOTRON CORPORATION
Philip H. Steblay, Marketing Director
412 West Hospitality Lane
San Bernardino, CA 92408
(714) 381-1644



INTEGON: A Case Study in Employee Services and Recreation for the Small Company

by Jo Ann Rollins, CESRA, and Justine Brooks

What do a fashion show, golf tournament and book swap have in common? Each of these activities and many more are planned by employees of Integon Life Insurance Corporation in Winston-Salem, North Carolina. Employees here particularly enjoy one of their company's benefits, the Employees Activities Association, or EAA. And because of the variety of activities and services offered, almost all of Integon's 807 employees have used the EAA at some time.

The EAA has, for the past nine years, provided employees with many opportunities for learning, socializing and travel. It has even offered discounts from local businesses and tickets to cultural and social events.

Membership in the EAA is automatic for employees, and their immediate families become associate members. Some activities are offered for employees only, while others include invited guests. All levels of employees are included in planned activities. One activity that many of the management team find most enjoyable is the annual gin rummy tournament in which prizes are offered to the winners.

Like many companies of its size, Integon does not employ a full staff to plan and implement its programs. The EAA is guided by a director, a board of five trustees and four employee councils. As director, my job means advising the councils on any of the projects they plan. Because the volunteers cannot take time away from their jobs, I am able to help by establishing contacts with speakers, researching the details for trips, bookkeeping for the councils and purchasing supplies needed for classes and events.

Integon . . .

The trustees are nominated by the Board of Trustees based upon their interest and activity in the program. These nominations, or others from the members at large, are voted on at the annual meeting in February. Serving a two-year term, four of the five trustees then serve in an advisory capacity, one on each of the four councils—Cultural, Social, Sports and Service. The councils are comprised of all interested employees and led by a chairman, vice-chairman and secretary.

"What do a fashion show, golf tournament and book swap have in common?"

At the start of each calendar year, the Executive Council of Integon determines the budget for the EAA. A specified amount of money is allotted for each full-time and part-time employee. The trustees then solicit proposed budgets from the councils and determine what percentage of the company's allotment should be used by each council to fund its activities, keeping aside a percentage for the general fund. The councils and trustees then plan their activities, making use of their budgets to offer events of the greatest interest to employees.

PROMOTION KEEPS INTEREST HIGH

Integon has a weekly company bulletin which is received by each employee. With the help of each council chairman, I compose articles of interest and timeliness for inclusion in this bulletin. Bulletin boards, the most visible of which is located at our cafeteria, are used to post announcements. For instance, when a council announces a class, trip or plans to sell concert tickets, a sign-up list is posted. This gives an indication of the interest in the event and the council can then decide whether or not to pursue its plans. Posters may be placed in the front and back entrances to the building, announcing each activity.

Employees serving on the councils volunteer, as part of the council's work, to sell tickets or take sign-ups for classes on their lunch hours. Council chairmen try to schedule so that no one employee is called upon too often.

This past year, the Service Council was responsible for the sale of candy, cheese and beefsticks around the holidays. This is done as a service for employees; we do not make a profit on such sales. Tickets to our local fair were very popular. The council also has the responsibility for supervising a film processing contract and the many tickets, including movie, car wash, amusement park and others, that the EAA sells. So far this year, the Service Council has organized a book and coupon swap and an employees' children's clothing sale. All have turned out to be very popular.

AREA STORES OFFER DISCOUNTS TO EMPLOYEES

The Service Council also solicits discounts from area businesses. When a council member or employee learns of a new store or a special offer made by a local business, a letter is sent to the business by the Service Council and I visit with the store owner or manager to ask if they would be interested in providing a discount (usually 10 percent to 20 percent) to Integon employees. For the area business, this provides a means of free advertising and we, in turn, provide a ready source of customers. Employees are identified at the stores by their company identification badges.

Many times, a local store has a product which can be demonstrated, such as makeup or color analysis, interior decorating, how to hang wallpaper, or dress with the most professionalism. A council member and I will then contact the owner and set up a presentation or class for employees at lunch time.

One such recent offering for a new shopping center was a lunch time fashion show. Both male and female employees became models. The councils worked with the stores to organize this very popular event. Programs were printed, flowers ordered for all tables in the cafeteria, and door prizes of $10 or $20 were offered.

A new restaurant may allow us to plan an "Integon Night." Those purchasing advance tickets enjoy a good meal at a discount and the restaurant receives free advertising!

CULTURE ABOUNDS

The Cultural Council offers a wide variety of classes, such as painting, gardening, calligraphy, needlework and basket-weaving, speakers, clubs, trips, and tickets. Teachers are local craftsmen or employees whose hobbies give them expertise in their craft.

There are lectures offered, such as a talk on China by a local Chinese artist. "Dressing for Success" was a very popular class for employees wanting to

"Each of these activities and many more are planned by employees of Integon Life Insurance."

learn how they should dress as professionals. An interior decorating class offered the chance to hear some of the secrets of decorating. Employees brought photographs of a room in their own homes and the decorator was able to give them some tips on how to decorate the room. A discount was then offered to anyone who would like to use the decorator's professional services.

Concert tickets for big-name rock, country and classical musicians are offered and these are always well received. For the past two years, the council has planned a Halloween Carnival featuring game booths created and manned by employees. Prizes have been awarded to the employees with the most original booths and decorations and, of course, for the children with the most original, funny and beautiful costumes. A pumpkin decorating contest, using magic markers, is always enjoyed by the children.

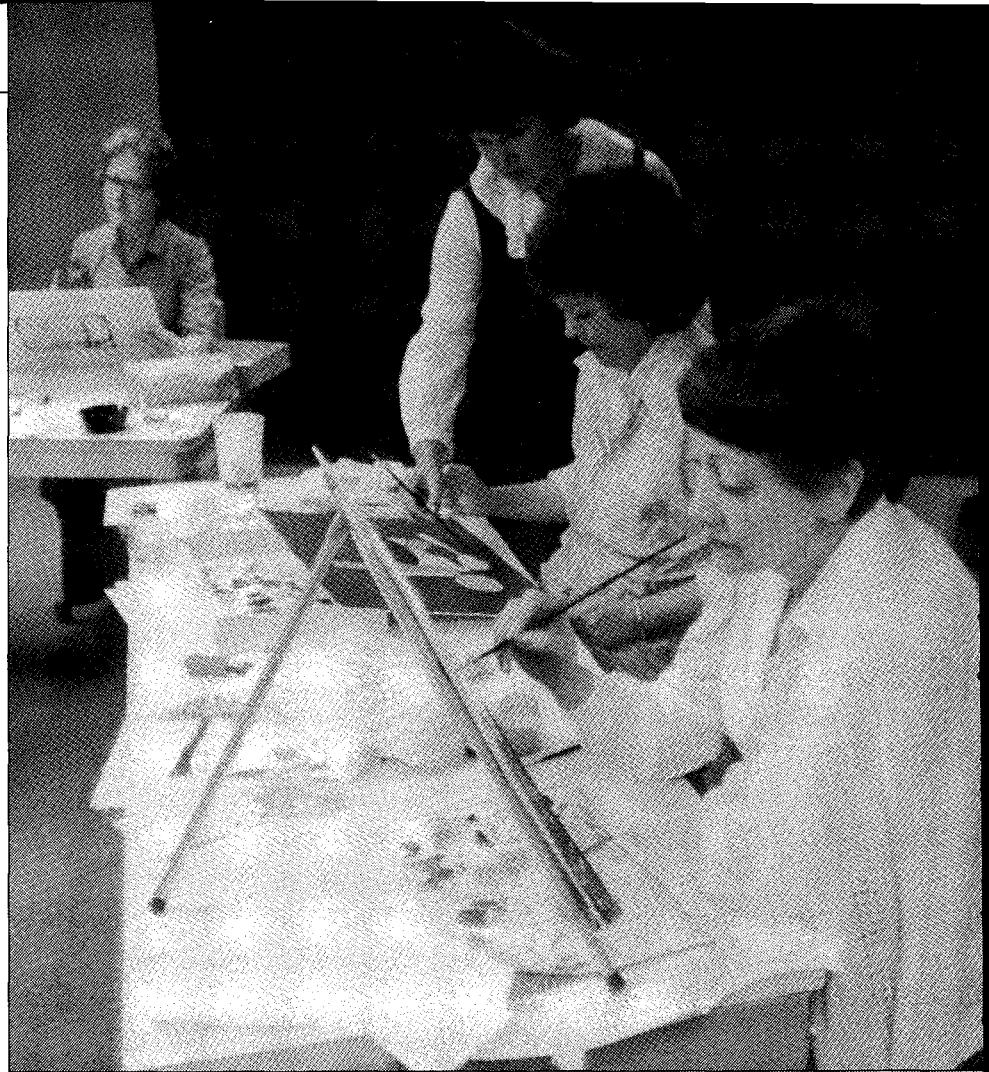
An annual craft bazaar provides employees the opportunity to sell their creations, and parties are given for the children for Easter and Christmas, complete with the Easter Bunny and Santa Claus. Bingo and ice skating parties are offered.

For those interested in improving their speaking ability, Toastmasters is a Cultural Council sponsored club. And employees interested in photography and ceramics also have clubs. We even maintain a kiln for firing clay objects.

SPORTS TOO HAVE A BIG FOLLOWING

Sporting events at Integon have a big following. Last year, for instance, tickets were offered for basketball, hockey, golf, professional baseball and football games, and local baseball. The EAA sponsored its own teams in basketball, softball and bowling. "Aerobics in the Afternoon" became so popular that it has continued throughout the year.

The Sports Council has also offered snow skiing. This past year, because of a last-minute change in weather con-





Integon . . .



ditions, skiing turned into an ice skating party at a local rink. The "Last Minute Challenge" often becomes more fun for employees than the planned event, and it certainly keeps everyone on their toes!

Over the years, many employees have attended the annual company Christmas Dance. This has been planned by the Social Council. Parties, special nights in area restaurants, clambakes and Little Theatre nights are all sponsored by this council. These activities have proved a good way to help build friendly relationships both at work and away.

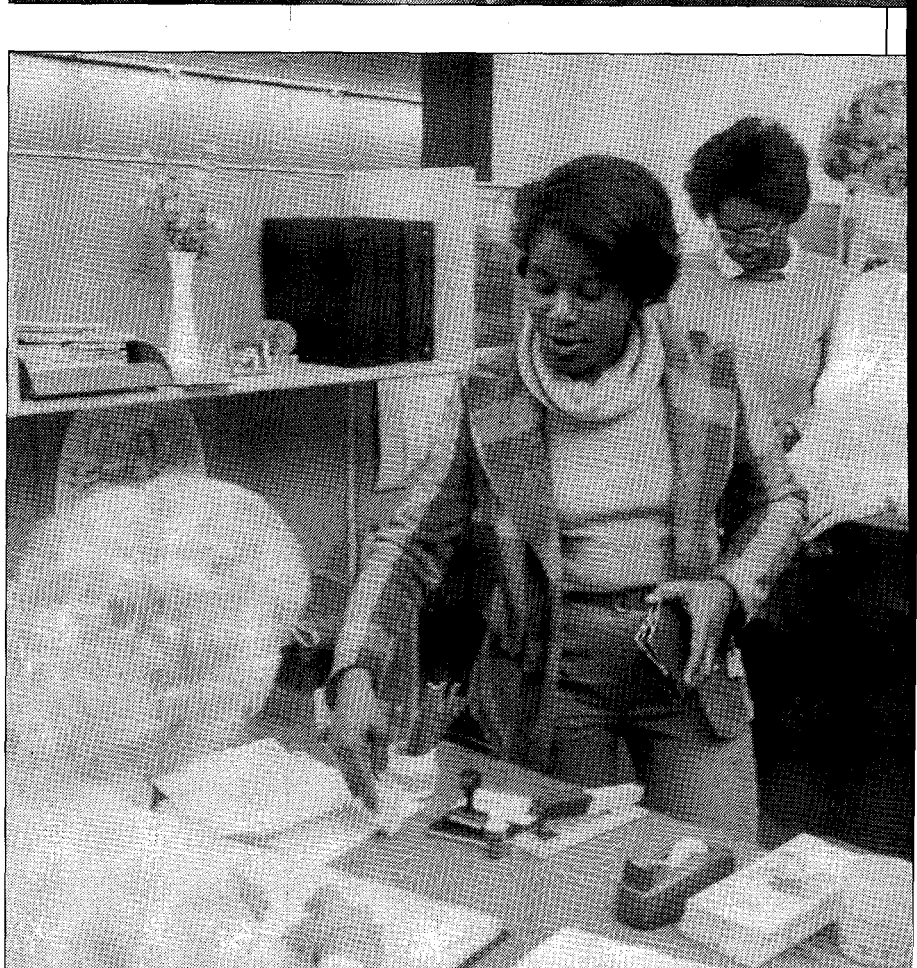
TRIPS PROVE MOST POPULAR

Every year, we plan several trips for employees. One of the most popular is the Christmas shopping tour to New York City. The flight leaves early on a Friday morning and usually includes a Broadway show, a new restaurant and Radio City Music Hall, as well as access to some of the most fabulous shopping in the world. There is also a trip to New York City in the spring.

Day trips have included Biltmore House and Gardens in Asheville, North Carolina, and the clothing outlets which abound in our state. Employees have traveled to Williamsburg, Virginia; Washington, D.C.; Florida; Hawaii, and even taken cruises to St. Thomas and Nassau. In 1987, we plan to take a group to Oktoberfest in Germany.

Our volunteer Employees Activities Association works well for Integon. I enjoy working with each of the employees and when they put their imaginations to work, new, exciting and challenging ideas are constantly being tried.

Through my membership and certification in NESRA, I always try to have new ideas to offer. Of course, the support I receive from other association members allows me to pass on new methods of promoting an activity or information which will be helpful to the councils.



As for our volunteers, a new dimension is added to the work place by their interest in the EAA. At Integon, the EAA is a perfect opportunity to learn to be a leader, to make new acquaintances and to grow through the many new experiences and challenges provided.

Jo Ann Rollins, CESRA, is Employee Activities Association Director at Integon Corporation in Winston-Salem, North Carolina. Co-author Justine Brooks is Past President of the EAA at Integon.

PREPAID LEGAL SERVICE PLANS —An Overview

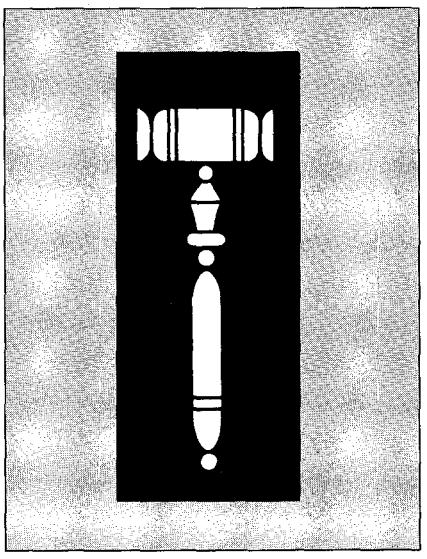
by Christopher B. Nelson and Henry W. Sledz, Jr.

Despite continuing uncertainty about their tax status, it appears that prepaid legal service plans have come of age as an employee benefit during the 1980s. It is estimated that as late as 1978, fewer than 1.5 million people were covered by legal service programs in the United States. Today, the National Resource Center for Consumers of Legal Services estimates that some 13 million Americans are covered by some kind of legal service plan. Of these, 9 million receive the service as an employer-provided employee benefit.

Most of the employer-paid plans arise under union contracts, primarily those between the United Auto Workers and the Big Three auto makers. It is anticipated that legal service plans will continue to gain acceptance and that by 1990, as many as 25 million Americans could be covered by prepaid legal service plans.

The growth of legal service plans as an employee benefit was spurred by developments in the early to mid-1970s. Prior to 1971, prepaid legal service plans were not in vogue, primarily for the reason that most legal experts had opined that the plans interfered with the practice of law and the attorney-client privilege. However, in that year, the U.S. Supreme Court held that the establishment of group prepaid legal service plans was a fundamental right protected by the First Amendment of the Constitution. Further momentum was gained when, in 1973, Congress amended the Taft-Hartley Act to provide that legal service plans were a mandatory subject of collective bargaining.

The biggest boost to the acceptance and use of prepaid legal service plans, however, occured in 1976 when Congress passed the Tax Reform Act. Con-



gress added Section 120 to the Internal Revenue Code, which excluded the value of legal service plans from an employee's taxable income. A further Code provision [Section 501(c)(20)] additionally provided that employer contributions to qualified group legal service plans would be exempted from taxes.

Unfortunately, the tax status of group legal service plans is presently clouded. The federal tax exclusion expired by its own terms on December 31, 1985, and as yet Congress has not passed legislation extending the tax exempt status to group legal service plans. Most experts in the field, however, anticipate that Congress will in fact return benefits under group legal service plans to their tax exempt status in the very near future.

A failure by Congress to extend the tax exclusion to legal service plans might diminish their growth to some limited extent. But even without the tax exclusion, most experts in this field anticipate that the plans will continue to gain acceptance as an employee benefit. There are various reasons for this anticipated growth. First and foremost is the relative low cost to the employer. At the present time, an employer can expect to expend between $60 to $150 per year per worker for this benfit. This is to be contrasted to the cost of health insurance, for example, which could cost the employer this amount (or more) each month.

Second, many in the field believe that the employer recoups this cost in increased employee productivity and lessened time off from the job. Many employers have been combining legal service plans with other benefits such as employee assistance programs, child care, health insurance and financial planning to reduce employee stress and poor performance, absenteeism and injuries that potentially could result from unresolved personal problems.

It is estimated that the average middle-class employee encounters about five situations each year where legal advice would be helpful. However, most of these individuals don't talk to a lawyer about these problems, for two reasons: first, they do not know an attorney to turn to and second (and perhaps most important), these individuals are afraid that the attorney's services would cost too much. The biggest benefit of prepaid legal service plans, according to The National Resource Center, is that members can overcome such anxieties and get free or inexpensive legal help quickly, at a time when it can be most effective.

There are generally two separate types of legal benefit plans. The first is known as an access plan, which term describes the primary purpose of the plan—to provide easy access to a lawyer for legal advice and other simplified preventative services. Under this type of plan, a participant is normally provided with consultation with lawyers in person or

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by telephone, simple letters written or phone calls made on behalf of the plan members and the drafting of perhaps one legal document per year, such as a will for the participant and his or her spouse. These services are provided to the participant at no charge.

If the participant desires or needs services beyond those described above, the plan would refer the member to a lawyer under contract to the plan. The lawyer would perform the needed services in accordance with the plan's fee schedule (which provides lower rates than those normally charged by non-plan attorneys). These types of plans are less costly for the employer and would generally cost between $40 and $100 per year per member.

The access prepaid legal plan is to be contrasted to the comprehensive plan which goes much further by providing a greater variety of complex legal services. Under the comprehensive plan, the member is entitled to receive unlimited legal advice on any subject (with certain exceptions such as criminal matters or employment related matters); negotiation with adverse parties; drafting of legal documents such as contracts, deeds and wills; and representation in court on civil matters and before administrative agencies. Although there are certain exclusions (as noted) under the comprehensive plan, it has been estimated that most comprehensive plans meet 80–90% of the legal service needs of the average middle class family. These plans are slightly more expensive, costing between $70 and $150 per year per member.

It would thus appear that irrespective of their tax exempt status, prepaid legal service plans are here to stay as an employee benefit. These plans are already attractive due to their low cost, and may further improve employee productivity and morale.

Christopher B. Nelson and Henry W. Sledz, Jr., are lawyers with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.

SHOW THEM YOU CARE:

Educating Your Employees About The Importance of Using Safety Belts

by Tamra Torres, CESRA

Most of us believe in prevention. We exercise, maintain a healthy diet, visit the dentist regularly, and get plenty of rest. What is hard to believe is when we get in our cars, most of us don't put on our seat belts—even though it is our best protection against auto injuries short of staying home. In 1985, it was estimated that in the United States only 15.3 percent of all people were using seat belts regularly, and our accident statistics show it.

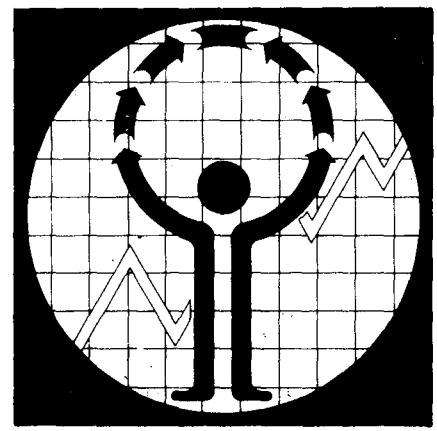
As employee services professionals, we can incorporate an educational or participatory campaign about the importance of using safety belts into our existing programs. The intent of this article is to give you facts and statistics, guidelines for beginning your own program, contacts for information, and examples of corporate programs that have been instituted on safety belt usage.

WHAT ARE THE FACTS?

There is strong evidence that safety belt use can save lives. In Sweden, one of 33 nations with safety belt use laws, it is reported that thousands of lives have been saved through the education about safety belts, and increased use has resulted from the law. Sweden reports a tax dollar savings of as much as $45 million annually through fewer auto accidents resulting in injury or death.

Here are some other facts:

- Accident victims wearing safety belts and lap harnesses are 56.6 percent less likely to sustain a moderate injury and 56.8 percent less apt to incur severe injury than those who do not wear seat belts.



- Every week, 700 people are killed in motor vehicle accidents and 30,000 are injured.
- The chances of being killed in a motor vehicle accident are 25 times greater when an occupant is thrown from a vehicle.
- It is the second collision that injures and kills people in an accident. The initial collision is the crash of a motor vehicle into some object. The second collision occurs when unbelted occupants, still moving forward, are stopped by something—either the car's windshield, steering wheel, doors, dashboard or other hard interior surface.
- Motor vehicle accidents are the #1 killer of children age one and older.
- If every state approved a safety belt law, and if there were a 70 percent belt usage rate throughout the U.S., it's estimated that in one year's time 9,100 lives would be saved.

The facts speak for themselves—it pays to play it safe and buckle up. So, why don't people take the extra second it takes and play it safe? Non-users' most common complaint about safety belts is that they are "uncomfortable." Other excuses are that they are "a hassle" or that people "just never think about them."

One of the primary points to be made in the educational portion of any seat belt program is that of creating a habit. If someone will commit to using their safety belt for a period of 21 days, they will be hooked. It becomes a habit, and the discomfort they felt becomes a secure feeling—the security of being protected from injuries should you be involved in an accident.

AN EDUCATIONAL APPROACH

Improving employee awareness of the importance of wearing seatbelts is a great place to start. An employee services department can provide fact sheets and distribute "Make-It-Click" posters provided by the National Safety Council (NSC), as a means of urging employees to buckle up.

The Adolph Coors Company in Colorado posted a number of signs throughout the company simply stating "Buckle Up." One division of Rockwell International also posted signs en-

couraging safety belt use. The signs say, "Click—the sound that's worth a thousand words. Buckle up and live."

A second service that can be provided is information about child safety seats. The National Child Passenger Safety Association publishes a Child Safety Seat Shopping Guide that lists all seats that meet the current federal motor vehicle safety standards. This list can be obtained and reproduced for distribution.

How about getting your local highway safety officials involved? Goodyear Tire and Rubber (Akron, Ohio) instigated a two-week program that included employee education sessions led by officials from their state highway safety department. These people can speak from experience—people using safety belts are usually survivors when it comes to automobile accidents.

In 1985, OSHA, the NSC and the National Highway Traffic Safety Administration (NHTSA) developed another educational tool that can be used to inform employees about the value of seat belts and other passenger restraint systems in motor vehicles. The publication, "Motor Vehicle Occupant Protection and the Work Place," describes the necessary elements for a sound work place motor vehicle occupant protection program. The booklet gives facts and suggestions about safety use. Free copies of this publication are available to the public from OSHA regional and area offices and from OSHA Publications, Room S—4203 Frances Perkins Building, Third St. & Constitution Ave., Washington, D.C. 20210, (202) 523-9667.

Traffic Safety Now, an organization promoting safety belt use, has developed a 21-minute film titled "It Will Never Happen To Me." This film was used in an educational campaign held at Nationwide Insurance. Available on film or video tape at no charge, the film is an excellent means for getting the point across. You can obtain a copy by writing: Modern Talking Picture Services, Inc., 5000 Park Street North, St. Petersburg, Florida, or by calling (813) 541-5763.

The National Safety Council also has two excellent slideshows available. "Sudden Impact" shows car crash test results and has dramatic sound effects. This fast-paced color slide show will motivate a wide range of people to use restraints when driving. The show contains 80 slides, script booklet and fitted storage container, all for $220.

"Child Safe" can also be purchased from the Council. If your employee population has many parents or grandparents of young children or infants, this show will hold their interest. Full color slides show how vulnerable tiny passengers are to injury, and gives tips on the best methods for protecting them. The slide show contains 60 slides, script booklet and fitted storage container for $120. Either of these films would be an excellent way to get your point across in meetings, sack lunch seminars, or any number of ways. (Slide shows are offered at a reduced price for members of the National Safety Council.)

USING YOUR SAFETY BELT

Adult motor-vehicle occupants unaccustomed to buckling up often cite one or more of the following "reasons." *

MYTH	FACT
Belts are needed only for long trips and high-speed expressway driving.	Eighty percent of serious and fatal injuries occur in cars traveling less than 40 mph. Fatalities involving nonbelted occupants have been recorded at as low as 12 mph. Conversely, there were no fatalities to belted occupants in a 28,000-vehicle study with speeds up to 60 mph. Seventy-five percent of serious and fatal injuries occur less than 25 miles from home.
Belts trap occupants in their vehicles, especially in cases of fire or submersion.	Less than half of one percent of all injury-producing collisions involve fire or submersion. But even if fire or submersion does occur, wearing a safety belt can save a life. The unrestrained occupant will be slammed into the dashboard or windshield and knocked unconscious, and will be unable to extricate himself. Belts keep occupants unhurt and alert. Also, an unrestrained occupant rendered unconscious could block exit paths of other occupants.
It is better to be thrown clear of the vehicle.	A person is about 25 times more likely to be fatally injured if ejected from the vehicle than if inside and buckled up. Ejection can result not only in landing on unforgiving pavement but also in hitting other lethal roadside objects, scraping along the ground or being crushed by one's own or another vehicle.
Occupants can brace themselves adequately in a crash.	The forces involved in even a low-speed crash make it impossible for anyone to avoid contact with the vehicle interior, which ultimately results

THE "MAKE IT CLICK" CAMPAIGN

In 1981, the National Safety Council began a national campaign on safety belt usage as a public information program to convince and remind people to buckle up and use child safety seats. Business and industry can take the lead in this volunteer effort to reduce the human and economic losses due to motor vehicle crashes by implementing an employee program that promotes the

MYTH VERSUS FACT

	in injury. At the moderate speed of 30 mph, an auto collision would throw occupants forward with a force equal to 30 times their body weight. Also one out of four serious in-vehicle injuries are caused by occupants being thrown against each other.
Good drivers do not cause crashes.	First, the primary purpose of the safety belt is to protect against injury after the crash, and good drivers are equally vulnerable. Second, no driver can control the other. Considering that 50 percent of all fatal car crashes involve a drinking driver, a good driver cannot depend only on his/her own safe driving. Third, safety belts can make good drivers better. A belted driver will avoid fatigue and will have more control over the vehicle in emergencies. Finally, even good drivers can make sudden stops. In such situations, occupants are kept in place and protected against contact with the vehicle interior or with other occupants.
Safety belts don't work. They hang loose or do not lock when pulled.	Late-model cars are equipped with a one-piece lap-shoulder belt that has been deliberately designed to allow freedom of movement as needed. This engineering advance answers the earlier argument that belts were confining and did not allow for easy access to necessary vehicle instruments. When needed, an inertial device locks the safety belt in place and keeps the occupants from making contact with the vehicle interior or from being partially or totally ejected.

Reprinted courtesy of The National Safety Council

consistent use of safety belts.

The NSC has put together a "Make It Click" information packet to help companies get started. This free kit includes:

- Information/fact sheets/statistics.
- List of resources for further information.
- 1986 infant safety seat shopping guide.
- Instructions and forms for conducting your own program.
- Artwork with the "Make It Click" logo for reproduction.
- Camera-ready artwork to use as a payroll stuffer.

You can also purchase other items from the National Safety Council for use in your campaign. These include: posters, brochures, banners, stickers, T-shirts, "Buckle-up" keychains and luggage tags.

The National Safety Council feels that there is a need to report the "good news" about safety belt usage and not always the bad news about those who don't survive from non-use. A file is kept by state known as the "National Survivors Stories." Forms are available for distribution to your employees who have a story to tell about how safety belts have saved their lives. You can send their stories in to the NSC for use in various articles and publications. The employee will receive a certificate commending their use of safety belts.

The National Safety Council is a nongovernmental, nonprofit, public service organization. Write to them at 444 North Michigan Avenue, Chicago, IL 60611, or call (312) 527-4800.

CORPORATE SEAT BELT CAMPAIGNS

Texas Instruments. A good example of how to incorporate the "Make It Click" campaign is a successful program held at Texas Instruments in Dallas, Texas. Collecting banners, fact sheets, articles and statistics from the National Safety Council, TI's Fitness Center (known as Texins Association) staff began a corporate campaign to not only educate the employees, but challenge them to make a pledge to make it click! The Association provided incentives to those employees who would fill out a "Buckle Up" pledge sheet, making a commitment to buckle up for a period of one month and to encourage fellow passengers to do the same.

Local restaurants got involved printing discount coupons for distribution to participants and advertising the campaign. Pledge sheets were collected for a drawing to be held at the end of the pledge period. Incentive prizes included a Texas Instruments Portable Computer (donated by the company), free use of a number of luxury cars for a day or week, lunches and dinners at a number of area restaurants, and much more.

Throughout the month, Fitness Center staff posted banners at plant entrances that had the "Make It Click" logo. Numerous articles were published about the importance of wearing seat belts and encouraging employees to make their pledge. One employee, who had been paralyzed in an accident when she did not have her safety belt buckled, told her story for publication in the company newspaper.

The Dallas New Car Dealers Association loaned Texins "The Convincer"—a machine that simulates the impact of a crash at 20 miles per hour. Employees volunteered to be buckled into a seat, then the seat was released at a decline and came to an abrupt stop at the end. It was all the convincing most needed! ▶

Safety Belts . . .

The campaign drew much attention and participation, as just two months earlier Texas had enforced a mandatory safety belt law. TI president Jerry Junkins was on hand to draw the winning names for the numerous prizes given away. Thousands of employees had mailed in pledge sheets. At the end of the campaign, a 70 percent usage rate was measured by observation at a number of TI sites.

Guardian Photo's Buckle Up Program. One day, totally unannounced, employees were met at the plant parking lot gate by a "seat belt cashier." This person paid a dollar (better known as a "Buckle Up Buck") to anyone wearing his safety belt. Later that same month in another spot check, seat belt wearers received a ticket to a delicious "Buckle Up Buffet" provided by the company. For those not wearing seat belts, "Buckle Up" key chains and bumper stickers were given out. The company deemed the program effective, with the number of seat belt users increasing nearly 90 percent from the first check to the second one!

Michigan Bell Buckles Down On Those Who Don't Buckle Up. When Michigan's mandatory seat belt law went into effect in July, 1985, law enforcement officers weren't the only ones checking up on people. Michigan Bell's Positive Employee Relations Team (PERT) did some checking of their own. Stationed at the parking lot entrance, they inspected each car to make sure its driver was buckled up. Those drivers who were received bumper stickers, litter bags and other gifts for their efforts.

A $10,000 Belief. A number of companies have taken a unique approach to the safety belt campaign. Across the country, many companies have agreed to pay $10,000 to beneficiaries of employees fatally injured in an automobile accident—as the driver or passenger—while wearing a seat or shoulder belt. Among these companies are Hy-Vee Food Store Inc. of Chariton, Iowa; Burroughs Corporation, and Rockwell International.



***Texas Instrument President,** Jerry Junkins, drew from thousands of pledge sheets sent in by employees in TI's 'MAKE IT CLICK' campaign.*

Employees Informing Employees. Interviewing employees who have escaped major injuries in car crashes because they were wearing seat belts, or those who have been severely injured in a crash from not wearing them, can be an effective attention-getter for your campaign. The Goodyear Tire & Rubber Company of Akron, Ohio, sponsored an employee essay contest where employees described a situation in which choosing to wear safety belts had saved their lives. These essays were published in the company newsletter and prizes given to their authors. Testimonies from people you know—coworkers and friends—can help non-users change their ways.

Olin's Policy Established to Save Lives. The Olin Corporation (Pisgah Forest, North Carolina) instituted a policy requiring the use of safety belts by the drivers and passengers of all automobiles and trucks used on company business, whether they be privately owned, Olin owned or leased vehicles. John M. Henske, chairman and chief executive officer, firmly endorsed the policy saying, "This is perhaps the single most important step we can take for the safety of our employees. Statistics demonstrate that nearly two out of every five deaths occurring on the job are motor-vehicle-related. We know the simplest and most effective protection against injury or death in motor vehicle accidents is a fastened seat belt."

CONCLUSION

To date, 21 states have passed a mandatory safety belt law, and many others are in the planning stages for the same. Where safety belt laws have been passed, safety belt use typically has more than tripled, often within a few months. As a result, lives are saved and injuries are reduced.

Incorporating a safety belt educational or active campaign into your employee services or wellness program shows your concern for your fellow employees. Why not follow the example of some of the NESRA company programs described above, and make a safety belt program a priority? You may never know how many lives are saved by educating employees or providing incentives for them to wear seat belts. But, if it's even one life or one injury that would have been severe had they not buckled up, it's worth it.

Tamra Torres, CESRA and Manager of Employee Services and Recreation at Texas Instruments Inc. Lewisville plant, is NESRA's Region VI Director.

Reaping the Rewards of Lifetime Sports

by Lloyd Wright

Most employer-provided fitness and sports programs are no doubt motivated by an admirable management desire to help employees maintain and improve physical health.

What may be just as important, however, are the *emotional* health benefits that accompany active sports participation, particularly for older employees. At least that's my impression after operating the National Senior Sports Association (NSSA) for the past seven years. And if the impression is valid, it may offer some guidance for employee services managers as they seek to structure programs truly responsive to the needs of mid-life and older workers.

If those programs, for example, introduce older workers to such "lifetime sports" as golf, tennis or bowling—or help improve their skills through clinics, leagues or tournaments—they will provide a gift of lasting value. Few mid-life workers continue to participate in such team sports as softball or volleyball, even fewer in retirement. Millions, however, are reaping the rewards of the lifetime sports. And the emotional rewards come primarily through personal achievement and companionship.

Loss and loneliness are the most common companions of age. While most older Americans do not experience nearly the degree of physical loss portrayed in most stereotyped media reports, there *are* some age-related physical losses. (As I adjust my reading glasses, I'm remembering the complaint of the oldster who insists that they're using grey ink and smaller type in today's newspaper!)

That which we most profoundly lose, however, are people: parents, spouses, relatives . . . friends. And in retirement, people often lose something else that can be enormously debilitating. Our society tends to define people not by personhood but profession. Unless we retire *to* something instead of just retiring *from* a lifelong career, there can be a painful loss of self-worth.

Now I'm not suggesting that people retire to golf courses, tennis courts or bowling alleys. But interest—and some skill—in sports can offer replacements for all of these losses.

Golf Legend Arnold Palmer opens one of his instructional books with a near-poetic description of the emotional thrill of crisply hitting the perfect shot. Neither you nor I nor any of your employees can likely fully appreciate that feeling. (I've been playing the game for more than 30 years and probably have never hit a shot like Palmer would!) But I honestly believe that the constant challenge involved in trying to improve one's shotmaking (and maybe even win a $3 Nassau or help your foursome to a scramble victory) can keep the same competitive juices flowing that once impelled a professional career. And I *know* that the friendships developed through these sports can help replace the personal losses that accompany the aging process. I've seen it happen at NSSA events.

On a golf course, tennis court or bowling alley, the real competition is with one's self. Even though you may be in competition with some opponent, the goal is to constantly improve, to lower a handicap, develop a lob, a draw or a fade. That's what provides the constant, renewing, rewarding challenge.

"I took a triple bogie on the hole," said one of our members at a recent golf outing, "but at least I got it across the lake off the tee on the first shot!" She'd failed in two previous rounds and her emotional satisfaction was as great as if she'd won the tournament.

Nearly every problem common to older Americans is uncommonly intense for older women, particularly the problem of loneliness. And that's not merely a function of the reality that women outlive men in our society. (Men who had their 65th birthday in 1980 could expect to live another 14.02 years, but women could expect to live another 18.35 years.) It's more a function of lifestyles.

Men tend to marry younger women. When death or divorce splinters a marriage, men remarry at seven times the rate for women. In the 65-plus population segment, the fact is that most older men are married and most older women are widowed. (The "average" widow in America today who has not remarried is 65 years old, has been widowed for six years and can expect to live an additional 24 years as a widow.)

To say that the problem of loneliness—or aloneness—is more common to women is not to imply that most would remarry if only given the opportunity. Many would not, preferring singlehood, but still needing the companionship that sports participation with congenial peers can bring.

Shortly after founding NSSA, I received a letter from a caring daughter who had given her recently-widowed mother a gift membership. "Since my father died," she wrote, "mother has completely withdrawn from life, spending most of her time alone in her New York apartment. She and dad used to travel and golf together and I've convinced her to join your group at Grossinger's."

Her mother came to the event, shy and withdrawn at first, but blossoming by the concluding awards banquet, impressing her new-found friends with her dance skills with a bachelor partner from Texas. She's returned to many subsequent outings and later wrote: "You've

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American Photo Group
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Call (404) 587-5050

NESRA Associate Member

MEMO

provided me a comfortable shelter through which I can continue to enjoy my love of golf. I would never have gone to a resort like Grossinger's on my own. People would have thought I was trying to find another man. I'm not! But I'm enjoying life again."

I am neither presumptuous nor knowledgeable enough about employee services programs to suggest how they might focus on giving the gift of skill and interest in lifetime sports. But I do suggest that you give it some thought.

If your company provides an on-site fitness and health center, perhaps there would be room for one of the new compact golf practice tees and nets. A local teaching pro could likely be enlisted to provide a series of lessons or clinics. (Many Park and Recreation Departments will likely offer assistance, both in recruiting instructors and in providing facilities.)

If there's no nearby tennis court available, perhaps a blank brick wall front on a parking lot can become a practice keyboard.

Most programs probably already include bowling leagues and all that may be needed is simply special recruitment efforts among mid-life workers. For beginners, create a non-threatening, non-competitive environment. Recruitment efforts, of course, should not be addressed solely to mid-life workers, since the benefits will accrue to employees of all ages.

Even if none of them ever experience the thrill Arnold Palmer described in hitting the perfect golf shot, or a match-winning overhead smash, or bowling a perfect 300 game, they will surely appreciate your contribution to their many hours of leisure fulfillment.

Lloyd Wright is president and executive director of the National Senior Sports Association. A non-profit membership organization for 50-plus Americans, the NSSA conducts recreational and competitive tournaments at some of the world's premier resorts, using group purchasing power and off-season scheduling to obtain economical rates. For more information, write: NSSA, 317 Cameron Street, Alexandria, VA 22314.

New Associate Member Offerings

Editor's Note: *The "Associate News" department has been created to provide a valuable service to* ESM *readers. As you can see, the department will list new Associate Members and their offerings. In addition, information on new services, products and discounts available through NESRA's Associates will appear on this page.*

COMMERCIAL MANAGEMENT CORPORATION
P.O. Box 22162
Lake Buena Vista, FL 32830
(305) 239-0444, Ext. 1010
Contact: Caroline S. Farnham

Commercial Management Corporation offers discounted vacation room rates at its corporate hotel properties in seven states. In addition, children may stay with their parents at no additional charge and a special "kids eat free" program is available.

EUROPEAN JEWELERS OF 47TH ST., INC.
10 West 47th St.
New York, NY 10036
(212) 921-2700
Contact: Wayne Zirkin

European Jewelers helps employee service organizations raise funds by presenting "One Day Fashion Jewelry Shows," featuring 14K gold diamond jewelry.

GALLOWAY PROMOTIONS
Division—Leon M. Galloway Company, Inc.
2039 Washington Rd.
Spartanburg, SC 29302
(803) 582-0544
Contact: Linda S. Galloway

Galloway Promotions offers many promotional products, logo imprinted premiums and service awards. In addition, they provide recognition programs, company picnics, theme parties and company stores. Contact them for special discount offers.

INTERNATIONAL PLAYTEX, INC.
700 Fairfield Ave.
P.O. Box 10064
Stamford, CT 06904
(203) 356-8139
Contact: George Sokolowski

International Playtex markets intimate apparel, hair products and sanitary protection to company stores across the country.

ROYAL CRUISE LINE
One Maritime Plaza
San Francisco, CA 94111
(800) 227-4534
Contact: Chuck Ragle

Royal Cruise Lines provides corporate, leisure and incentive travel.

SANDS HOTEL & CASINO
Indiana Avenue & Brighton Park
Atlantic City, NJ 08401
(609) 441-4150
Contact: Joe DiGirolamo

The Sands Hotel and Casino is a deluxe casino hotel located right off the beach and boardwalk offering accommodations for both individuals and groups.

SHERATON PLAZA-PALM SPRINGS RESORT & RACQUET CLUB
400 East Tahquitz Way
Palm Springs, CA 92262
(619) 320-6868
Contact: Teri E. Sutherland or Andy Cooley

The Sheraton Plaza-Palm Springs Resort & Racquet Club offers a 15 percent discount based on availability.

TOTAL LEISURE COUNSELING
7230 Wilshire Blvd.
Santa Monica, CA 90403
(213) 829-7430
Contact: Mark Jason

Total Leisure Counseling offers computer assisted leisure guidance which matches activities with motivational interests. Executive leisure counseling and a unique leisure interest name tag program for meetings and conferences are also available. NESRA members receive a substantial discount for all programs.

UNITED SAVINGS ASSOCIATES
4928 Long Shadow
Midlothian, VA 23113
(804) 744-1236
Contact: Royce Ewing

United Savings Associates is the only nationwide consumer discount card company. The free card entitles the bearer to discounts offered by local merchants. The cards are company endorsed, good for one year, and renewable through the sponsoring organization.

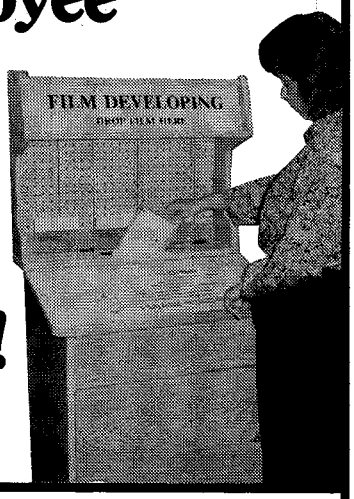
WHISKEY PETE'S HOTEL AND CASINO
P.O. Box 128
Jean, NV 89119
(702) 382-4388
Contact: Fred Hasty

Whiskey Pete's Hotel and Casino offers a wide range of facilities: swimming pool, video room, gourmet steak house, full service gas and oil station, and a full service R.V. park. NESRA members can receive a 10 percent discount on a room reservation (depending on room availability).

Knott's Dolphin Pavilion Presents New Shows

Guests of all ages will enjoy Knott's Berry Farm's new Dolphin Pavilion.

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Charlotte, NC	(704) 375-1761
Evansville, IN	(812) 423-5254
Rockford, IL	(815) 962-5507
Orlando, FL	(305) 898-6112
Philadelphia, PA	(215) 245-6000
San Francisco, CA	(405) 873-6060

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3000 CROASDAILE DRIVE
DURHAM, NC 27705
(919) 383-8535

"Sea Follies" is a delightful presentation unique to Knott's, starring Dudley the sea lion and Happy and Soda, two highly trained dolphins. The Pavilion's second show, "Snoopy's Diving Doggies," stars Snoopy and six daring canine high-divers in a show presented for the first time anywhere.

Knott's new Dolphin Pavilion is located in the Park's Roaring '20s area and features a 250,000 gallon pool, a holding pool and food preparation area.

All shows are included in Knott's admission price.

La Mirage Offers New NESRA Discount

La Mirage Hotel and Casino has announced a special NESRA discount. Through December 28, 1986, a $25 NESRA room rate will apply (price is per room, per night). The Las Vegas hotel features 320 mini-suites with kitchenettes, a casino/lounge, pool/jacuzzi, 24-hour restaurant and laundry facilities. Call (800) 634-6617.

Arizona Biltmore Offers Special Rate

The Arizona Biltmore has announced a special rate of $49 per night, single or double occupancy, to NESRA members with proper ID. The promotion runs through Labor Day weekend, 1986.

"This is quite a bargain," said Cecil Ravenswood, general manager. "The NESRA special rate is more than 75 percent off our winter rates and is $46 lower than our summer super-saver rates. It's a perfect opportunity to experience the luxury of Five-star quality without paying Five-star rates."

The Arizona Biltmore features historic architecture inspired by Frank Lloyd Wright, 17 tennis courts, two 18-hole, PGA-rated championship golf courses, three swimming pools, exercise salon, and bicycling and jogging trails. Call (800) 528-3696.

Correction

In the April issue of *ESM*, the telephone number of Wallyball International was listed incorrectly. The correct number is (213) 477-8534.

Will vandalism turn our forests into an endangered species?

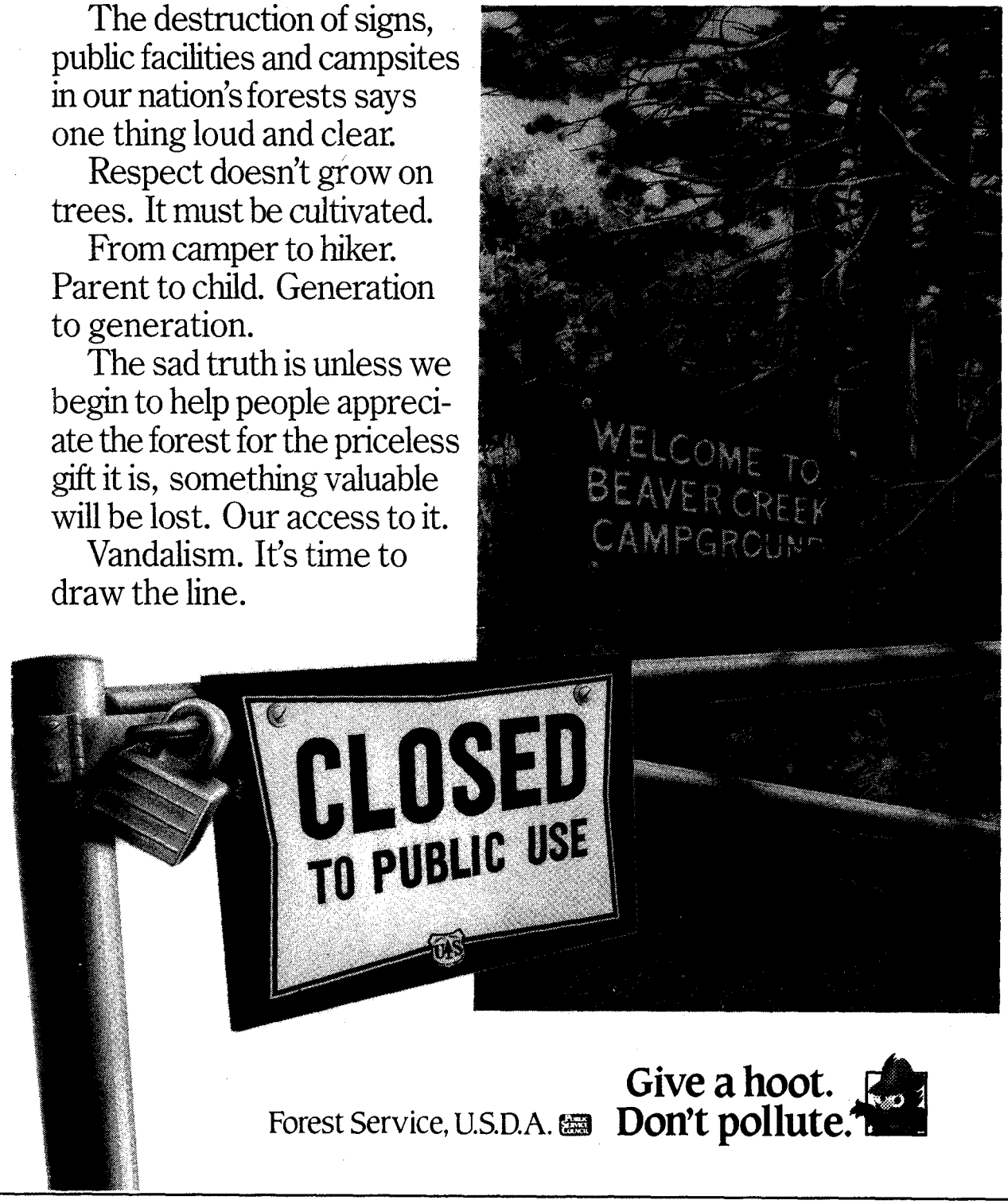
The destruction of signs, public facilities and campsites in our nation's forests says one thing loud and clear.

Respect doesn't grow on trees. It must be cultivated.

From camper to hiker. Parent to child. Generation to generation.

The sad truth is unless we begin to help people appreciate the forest for the priceless gift it is, something valuable will be lost. Our access to it.

Vandalism. It's time to draw the line.



Forest Service, U.S.D.A.

Give a hoot. Don't pollute.

The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim Schriber—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Peg Horrigan—(617) 276-7329 or Kathy Carney—(617) 895-3228.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 274-2777.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

August 14–17, 1986. NESRA Region IV Conference and Exhibit. Seabrook Island, South Carolina. Contact Wayne Lee—(803) 761-4068.

September 25–27, 1986. NESRA Region III Conference and Exhibit, The Drake Oakbrook, Oakbrook, Illinois. Contact Jesse Guerra—(312) 840-4305, or Patt Cheney—(312) 337-1244.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio. Contact Ken Evans—(216) 622-8257.

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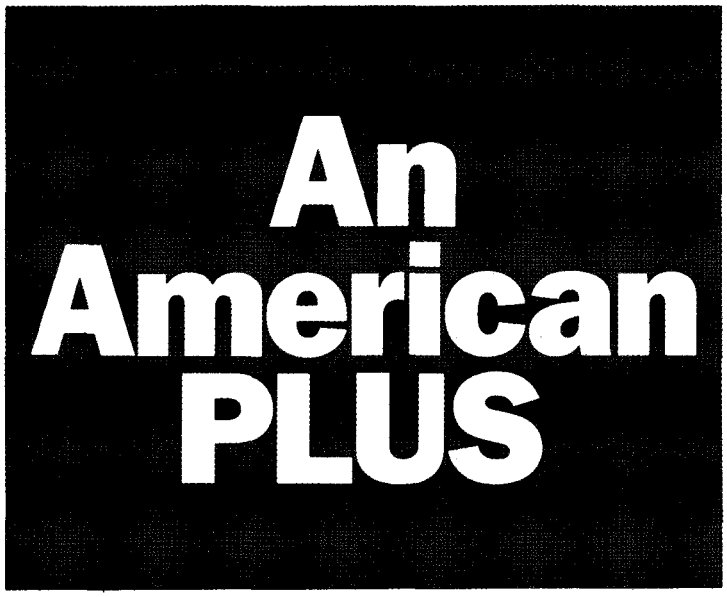
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For the millions of Americans who cannot read a street sign, a warning label, or a job application, illiteracy is a terrible personal tragedy. For the nation, the cost of illiteracy runs to tens of billions of dollars a year in unemployment, crime, welfare, and substandard job performance.

Federal studies estimate that as many as 23 million adult Americans are functionally illiterate. Another 35 million are classified as semi-literate, and the numbers are growing. To help America fight adult illiteracy, ABC and the Public Broadcasting Service have begun an unprecedented national collaboration —Project Literacy U.S., (PLUS).



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On-air programming—Beginning in September, ABC and PBS will provide national coverage of the illiteracy problem in news and information programs, plus public service announcements. ABC dramatic programming will play a role in PLUS through programs designed to raise awareness of illiteracy among viewers. ABC Radio will also play a major role.

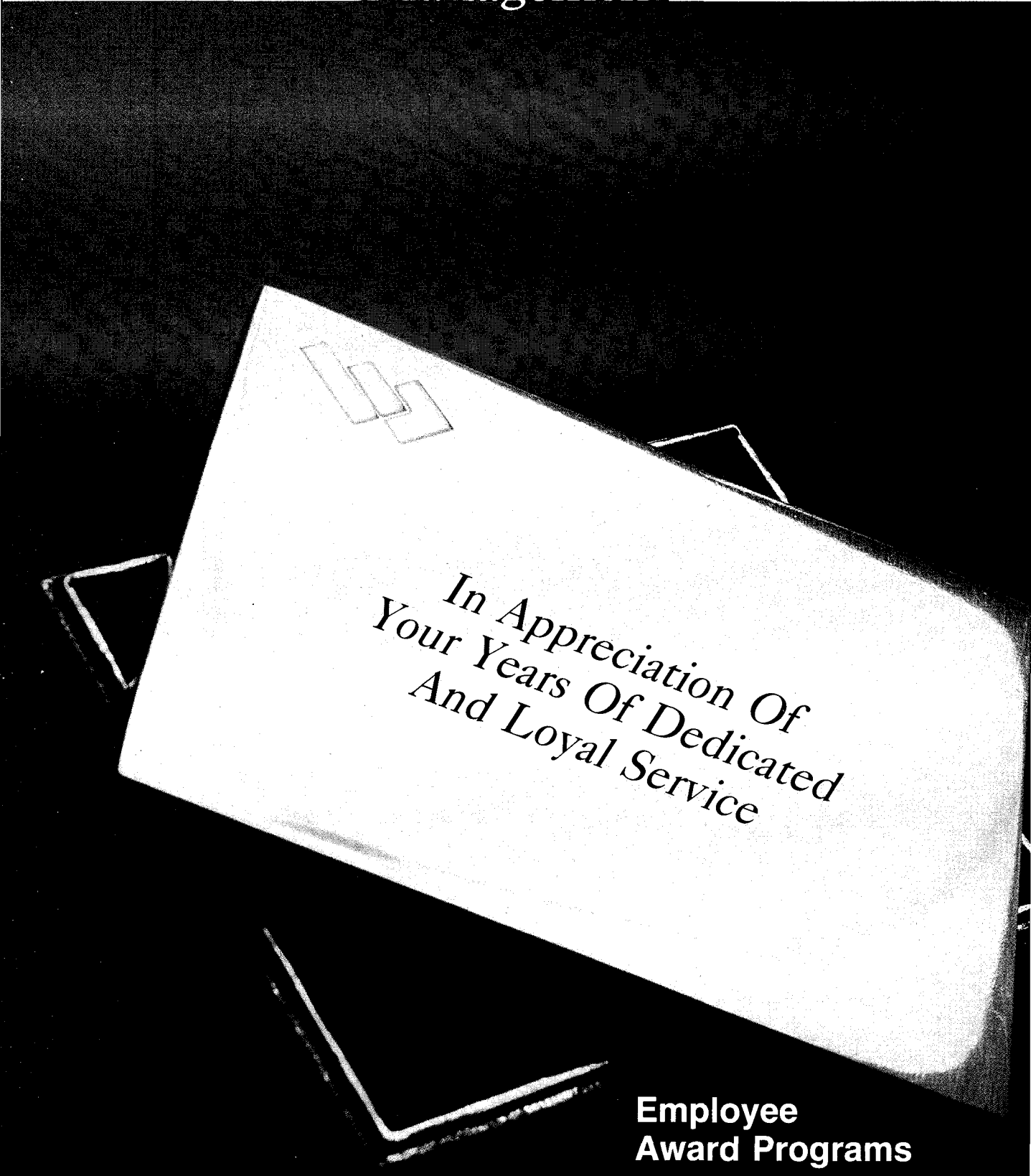
Supplemental local programming will be provided by PBS and ABC affiliated stations, which will work with others in their communities to encourage those who need help to seek it and those who can provide help to volunteer. We at ABC and PBS have volunteered our time and resources because we believe television's ability to communicate images, ideas, and information can be of great help in conquering illiteracy in America. If you or your organization want more information, write to: PLUS, Box 2, 4802 Fifth Ave., Pittsburgh, PA 15213.

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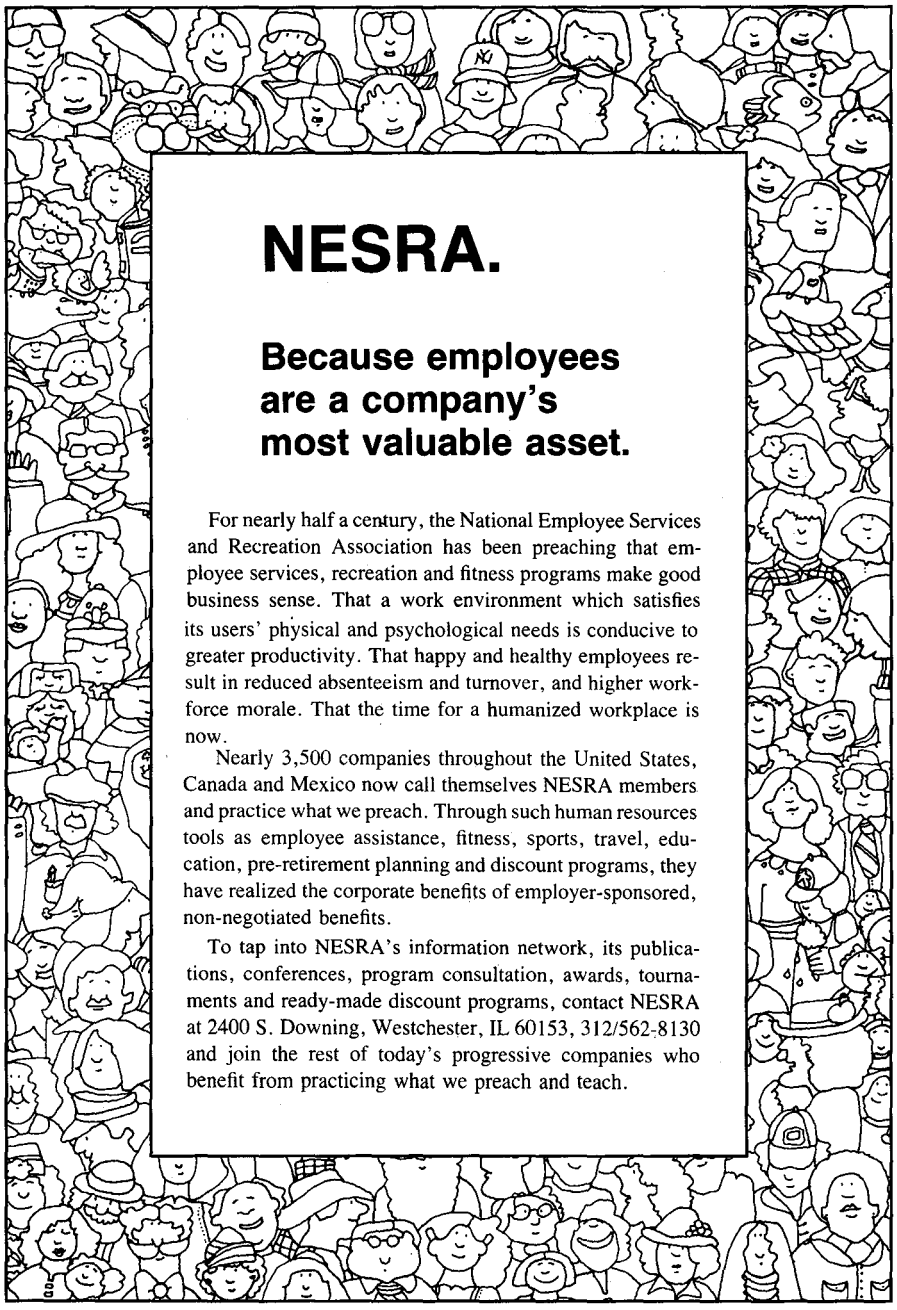
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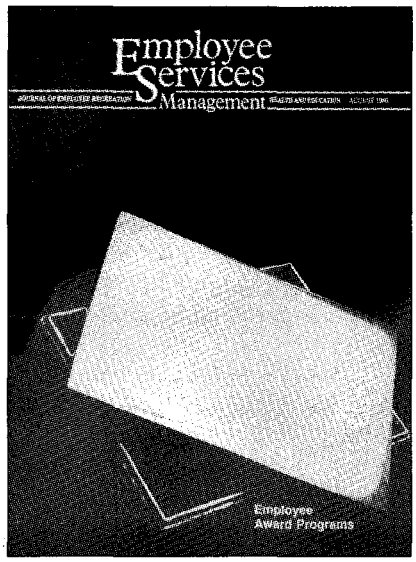
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In this issue . . .

As the cover story begins, "In Appreciation of Your Years of Dedicated and Loyal Service," so reads the inscription on awards given out at companies across the country. From a pin or other item bearing the company emblem to a choice from a gift catalogue or monetary award, service awards boost morale by recognizing dedication among employees. The article focuses on the options available and the nuts and bolts of managing such a program.

Also in this issue . . .review the "Oceans of Opportunity" Long Beach offered this year. "The Story in Pictures: NESRA's 45th Annual Conference and Exhibit" takes one last look.

In "TryUMPH for Health: A Comprehensive Wellness Program," a unique employee health enhancement program is spotlighted. Read how one company addresses the leading causes of preventable illness, injury and death: heart disease, cancer, substance abuse, diabetes and auto accidents.

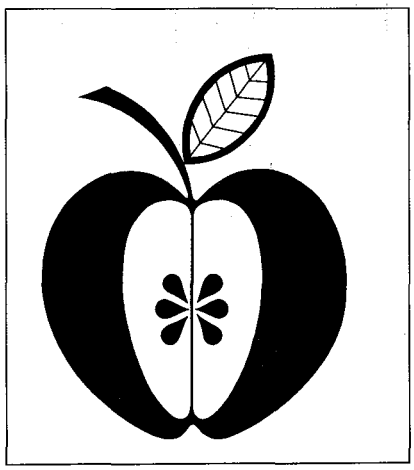


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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

Firms Increase Human Service Donations

Many companies are increasing their contributions to human-service programs in response to growing pleas to help the nation's needy, according to a Conference Board study.

The study, which includes a detailed survey of 330 corporate contributions officers, shows that one-third of these firms have already altered their human-service programs to emphasize food, clothing, housing and other basic needs. About 40 percent of the surveyed companies plan to devote a larger share of their budgets to new human-service projects between now and 1988.

"Positive but cautious," is the way the Conference Board study describes the corporate response to date. A majority of companies continue to channel their human-service contributions mainly through United Way and other federated appeals. Latest data show the median contribution to these drives by surveyed firms was $220,000, up 9 percent over the previous year.

Agencies specializing in family services are gaining increased corporate funding. This trend is underscored by a rising corporate concern with problems facing working mothers and by relatively new corporate programs dealing with such issues as child abuse, domestic violence and care for the elderly. Some 80 percent of the surveyed firms now make donations to individual family service agencies.

Women, Children Show Type-A Behavior

It has long been recognized that the successful male executive, usually in his 40s or 50s, who drives himself hard around the clock and displays highly competitive and aggressive behavior, is very often a prime candidate for a coronary attack.

Now evidence is beginning to accumulate that women and children are displaying behavior patterns similar to those of Type-A men.

The women most affected appear to be those among the growing ranks of female executives and professionals in the United States. The child victims are often those who are brought up in over-stressed families, sometimes by single parents. Frequently the children feel a chronic rage, which they conceal.

These are among the findings of Carl Thoresen, professor of education and psychology at Stanford University.

"The danger may be particularly great for highly competitive young women," said Thoresen, "the types who are often deeply anxious to get ahead in their careers. Such women are quick to feel anger or resentment, seem fairly cyn-



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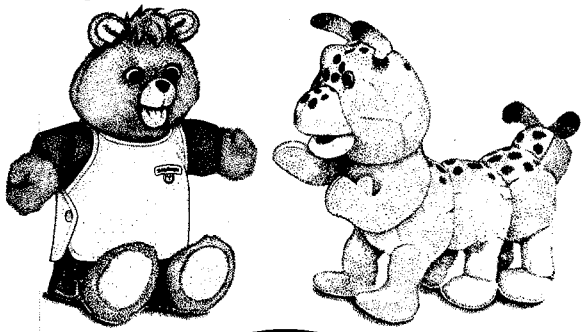
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ical, have a chronic sense of time urgency and may experience considerable hostility, feel very critical and distrustful of others."

For the first time in the American culture, there are now more women employed than men in all of the professions combined. With these increased opportunities for women also come increased responsibilities and pitfalls.

"The danger is that women with such burdens may not realize that chronic stress patterns can seriously disrupt their lives and place them at high risk for cardiovascular disease and other disorders.

"We do not yet know how prevalent the pattern is among children and adolescents," Thoresen continued, "but my impression is that one child out of every five in American secondary schools clearly manifests some of the behavior and characteristics of chronic stress."

OPM Encourages Employee Fitness

The U.S. Office of Personnel Management (OPM) issued new guidelines to permit federal agencies broader discretion in using funds for exercise and fitness facilities.

"There are a number of cost-efficient steps which federal managers can take to encourage employees to be fit and healthy," said OPM director Constance Horner. "Obviously, with the budgetary restrictions already in place, I am not encouraging any federal managers to establish lavish health spas. I do think, however, that there are tangible benefits, particularly in productivity, to be realized from an increased fitness in the ranks of the civil service."

OPM gave federal department heads the authority, where their appropriations allow, to set up and run exercise and health education programs at work.

Horner said, "As the nation's largest employer, the federal government is concerned with the whole health of its employees. They are our most important resource."

Corporate Dads Need Child Care Too

More than 60 percent of employed fathers now have employed wives, a statistic that can mean only one thing for the business world—child care benefits need to benefit dad, too.

But improvements in such benefits won't be forthcoming until companies start to feel a loss of productivity, says Beth Page, a University of Missouri-Columbia personnel specialist.

As it now stands, working women who have children tend to have a higher absentee rate than other employees because they typically assume such re-

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sponsibilities as taking care of a sick child and attending parent-teacher conferences, Page explained. A shortage of qualified baby-sitters, especially for the care of infants and sick children, and difficulty in finding adequate child care also contribute to the problem.

Businesses are more likely to provide adequate child assistance programs, however, when more women reach the executive suite and their time away from the office becomes more detrimental to the organization. As women rise into increasingly demanding positions, husbands will be sharing more direct family responsibilities.

Preliminary statistics indicate growing corporate support for child care. In October 1985, about 2,500 companies reported having some type of child care program, a four-fold increase over the 600 companies that reported similar services in 1982.

Medical Science May Increase Longevity

People over 85 years old will make up 18 percent of the population in 100 years if medical science continues to make progress in fighting the diseases that kill the elderly, reports the *Washington Post*.

This dramatic rise, up from the current figure of 1 percent, is at least "conceivable," according to a study in the *American Journal of Public Health*. Even without any progress, the percentage of people in this category will double by 2080.

If death rates drop by 1 to 2 percent each year, 40 percent of the population in 2080 will be over 65.

James W. Vaupel of the University of Minnesota and fellow researcher Ann E. Gowan predict that:

- Delayed retirement will almost certainly be necessary to save Social Security from bankruptcy.
- The major challenge will be devising a plan to let older people continue working while giving younger employees a chance.
- The work week will be adjusted to 28 hours, from age 22 to age 82. Workers will have two months off each year and an entire year each decade for educational purposes.
- Even people working to age 82 will still look forward to an average of 18 years of retirement.

Flextime Builds Momentum

Flextime scheduling is currently used by 29 percent of businesses, according to a recent survey by the Administrative Management Society. This compares to the 22 percent reported in 1981 and 15 percent in 1977.

The survey questioned 308 managers in companies of all sizes and types about their companies' policies on alternative work schedules.

Of those companies with flextime, almost all (98 percent) permit starting times of 8 a.m. or earlier, and 95 percent require that employees start work by 11 a.m. Regarding core time hours, the most common core period is 9 a.m. to 4 p.m., followed by 8 a.m. to 4 p.m.

When asked about the future of flextime, 42 percent of the managers surveyed report that they believe flextime use will continue to increase.

Sports Poll Results In

Asking questions on everything from sports participation to fixing games, the *Sports Illustrated* Sports Poll '86 surveyed 2,043 U.S. adults. Highlights include:

- What would be your biggest thrill if you were a professional athlete? Getting the winning hit in the final World Series game was the answer of 32 percent of the men surveyed and 37 percent of the women. Thirty-five percent of the men and 24 percent of the women answered throwing the winning touchdown in the Super Bowl.
- In which sports and fitness activities did you participate in the past 12 months? Swimming was number one,

with 48 percent. Bicycling was the second most popular answer, with 37 percent, and fishing was third with 35 percent.

- Did you bet on any sports events in the past 12 months? Thirty percent answered yes and 70 percent responded no.

Daylight-Saving Time Boosts Recreation

Although daylight-saving time (DST) was initially adopted as an energy-conservation measure during World Wars I and II, today some of its strongest backers hail from the recreation business. Influenced by their lobbying efforts, the Senate and the House voted to extend DST by three weeks, from the last Sunday in April to the first.

The Daylight Saving Time Coalition is made up of sporting-goods manufacturers, amusement park operators, landscape nurserymen, hotel proprietors, outdoor barbecue makers and the like. James Benfield, a lobbyist for the coalition, estimates that its members stand to boost revenues $4 billion by extending DST.

Proponents claim the additional DST will give Americans more time for fun and games, according to *U.S. News & World Report*. And as Benfield puts it, "Most economic activity takes place during daylight."

Eldercare, Benefit of the 1990s

"Company support for eldercare is likely to become a new, pioneering employee benefit of the 1990s," predicts Dana Friedman of the Conference Board. It probably will take the form of information, counseling and referral service.

The Wall Street Journal reports that increasing numbers of employees face the severe financial and emotional pressures of looking after aging parents. According to Daniel Klein of A. S. Hansen, the only form of assistance that companies currently are offering is salary-reduction plans that let workers take pre-tax dollars for dependent care payments. This type of dependent care assistance is generally used for children and qualifying elderly parents as dependents may make them ineligible for Social Security.

Buckle Up—It's the Law

It's not just a good idea anymore . . . 25 states now have seat belt laws

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on the books. In July, according to *U.S. News & World Report,* laws requiring drivers to use seat belts took effect in Idaho, Iowa, Kansas, Louisiana, Maryland and Washington. Minnesota's law goes into effect this month.

Other states which currently have such laws include California, Connecticut, Hawaii, Illinois, Massachusetts, Michigan, Missouri, Nebraska, New Jersey, New Mexico, New York, North Carolina, Ohio, Tennessee, Texas, Utah and the District of Columbia. In addition, laws will take effect in Indiana and Oklahoma in 1987.

Safety seats for infants and small children are required in all 50 states.

States Battle to Lure Tourists

It's war, albeit a friendly one. So says *USA Today* in describing the competition between the states, as each makes its bid for a share of the tourism market.

This year states will spend more than $215 million on travel promotion, up 13 percent from a year ago. That does not include the millions spent by cities to draw tourists.

"The economic significance of travel is being recognized now, so tourism departments are able to get the budgets they need," said Suzanne Cook of the U.S. Travel Data Center.

Virginia, which doubled its tourism spending in the past two years to $3 million, provides a good example of the returns. "We're getting $34 in travel expenditures for every advertising dollar," said Jule Bolio of the Virginia Division of Tourism.

U.S. SAVINGS BONDS
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Financial Planning Spreads as Benefit

"Personal financial planning is trickling down from the executive suite," reports *The Wall Street Journal.* "For the first time, firms across the country are offering financial advice as a fringe benefit to middle managers—and sometimes even all workers."

Typically, the benefit is based on a computer program that produces individual advice on such areas as saving money, financing education and retirement planning. Employees attend a seminar and fill out an extensive questionnaire. Then the data is loaded into the computer and a 20 to 60 page report is produced, which offers financial planning suggestions. The cost of the programs runs between $165 and $400 per employee.

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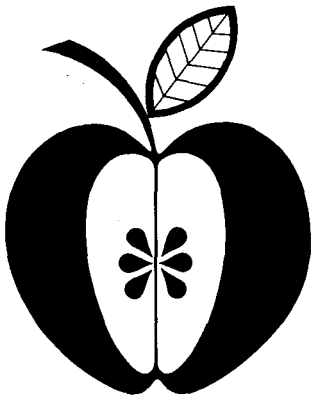
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TryUMPH for Health: A Comprehensive Wellness Program



by David C. Patterson

The multifaceted "TryUMPH for Health" program is a comprehensive approach to employee health enhancement instituted by the United Methodist Publishing House (UMPH). The program is designed to impact the leading causes of preventable illness, injury and death: heart disease, cancer, substance abuse, diabetes, auto accidents.

Since the program began in November, 1984, TryUMPH for Health has significantly affected the 1,300 UMPH employees in 23 states nationwide. Six hundred forty-seven employees or 49 percent of the entire work force have participated in some component of the in-house health enhancement program in the first year and a half.

The program components include several different areas:

Weight Management/Nutrition

A corporate Weight Watchers program is offered on a weekly basis to interested employees. Other neighboring companies have been invited to join UMPH's sessions, so the program can be offered in-house. Approximately 35 to 40 people typically attend.

Cooking seminars are offered on site to improve eating habits. In addition, consulting nutritionists offer sessions in proper nutrition and osteoporosis.

Through June, 1986, 170 people in the weight management program had lost a total of 1,206 pounds, averaging seven pounds weight loss each.

Exercise/Fitness

The program began with the opening of a 1,700-square-foot fitness facility in Nashville, Tenn. Later, modified fitness areas were opened at UMPH's two Nashville distribution centers, thus providing physical facilities for all Nashville employees. Further, the employees' immediate family and retirees are welcome to use the facilities along with the other United Methodist agencies based in Nashville.

Use of the facility is on the employees' free time. The utilization of the fitness center fluctuates between 30 and 50 participants daily, depending on the day of the week and the time of year. It is open 24 hours a day, seven days a week and is staffed from 7 a.m. to 5 p.m. on weekdays by ACSM/YMCA certified fitness instructors/specialists.

Although the center is equipped with weight equipment, the fitness emphasis is on aerobic conditioning. In the first 18 months, 36,460 miles were rec-

TryUMPH for Health

> To assist employees in obtaining the most from an exercise program, a "Well-Fit" fitness assessment is provided.

orded on the nine stationary bicycles, and employees participating in the UMPH Bucks Aerobic Challenge earned 99,689 aerobic points (one mile walk/run = one aerobic point).

Employees earn T-shirts, hats, jackets and warm-up suits with their aerobic points. Also, incentive programs for walking and biking across America are offered in which employees can trace their trek west on a map in the fitness center.

Recreational sports programs are sponsored by UMPH, including league competition in basketball, softball, volleyball, flag football, running and golf. Also, in-house league competition in tennis and bowling is offered. Aerobic dance and karate clases are provided on site and are partially subsidized by UMPH.

To assist employees in obtaining the most from an exercise program, a "Well-Fit" fitness assessment is provided. In the first year, 375 first-time assessements were completed and 135 reassessments were logged after eight to 12 weeks of consistent exercise (see chart). The Well-Fit assessment includes: aerobic capacity, height, weight, resting blood pressure/heart rate, upper body strength, abdominal strength, flexibility and body composition (percent body fat).

Beginning in August, 1986, a "Well-Fit Day" will be awarded to those who participate in the Well-Fit assessment during their birth month and log 500 aerobic points during a fiscal year. The 500 aerobic points represent three walk/run workouts per week, each totaling a minimum of three miles, or the equivalent. The Well-Fit Day is a day away from work.

Smoking Cessation

UMPH will implement a "Smoke-Free Workplace" on November 20, 1986, in conjunction with the American Cancer Society's "Great American Smokeout." This company-wide clean air policy will be a strategic long-range approach including in-house, company-paid behavior modification programs to assist present UMPH smokers in quitting, cash incentives of $100 if they kick the habit for six months, and permitting smoking only in designated areas of the cafeterias.

The focus is on clean air, not smoking. It addresses the health issue, not the condemnation of an employee's personal habit. Stop-smoking classes are partially reimbursable for enrollment fees in approved commuity programs.

Employee Assistance Program Stress Management

In February, 1985, UMPH implemented an outside referral employee assistance program (EAP). The UMPH occupational health nurse/EAP coordinator refers employees to an outside licensed professional counselor for confidential assistance.

During the first year and a half, 93 employee-family referrals were made to the outside contractor. The outside referral contractor reported that in all cases the employees were better able to cope with their problems after several counseling sessions. They were seeking assistance before their problems become significant or severe.

Currently, one-day stress management seminars are offered on a quarterly basis. "Plays for Living" are presented quarterly at lunchtime by the outside EAP contractor. These are provided to assist employees in dealing with stress and to recognize early signs of stress so they can take corrective action or seek confidential professional assistance before they become compounded or severe.

Well Check

The "Well Check" is offered to Nashville employees during their birth months. It includes a blood lipid profile: total cholesterol, HDL cholesterol, total cholesterol/HDL cholesterol ratio, triglycerides; glucose for diabetes screening, and hemoccult for colorectal cancer screening.

Interpretation of results takes place in group lunchtime meetings by UMPH wellness physicians. In addition, scheduled monthly lunchtime sessions are offered to employees in the areas of breast self-exam, nutrition/weight control, stress management and stop-smoking education. Through the fiscal year 1985/86, 433 employees participated in the Well Check programs.

These Well Check lunchtime sessions are awareness/educational meetings. If participants want more comprehensive lifestyle change or behavior modification programs, UMPH will reimburse employees for part of the registration fee in approved community programs or schedule in-house programs when interest warrants.

In addition, the Well Fit assessment

> In the first 18 months, 36,460 miles were recorded on the nine stationary bicycles.

to test fitness is offered during employees' birth months and the occupational health nurse continually monitors (on a monthly basis) those employees identified as having high blood pressure, as a result of company-wide hypertension screening. Upper and middle management are offered maximal ECG exercise tolerance tests with results being reviewed by the employee's personal physician or the UMPH wellness physician for medical follow-up.

Safety

UMPH has a very progressive accident preventive program also. It involves an accident investigation program for on-the-job injuries and continual safety training. There is an active ongoing seatbelt "lifebelt" campaign, with 61 percent employee usage in a recent survey of employee parking areas.

UMPH pays an additional $10,000 in death benefits to the beneficiary of an UMPH employee who is killed in an auto accident while wearing a seatbelt.

Integration of Wellness with Health Insurance Benefits

The TryUMPH for Health program is complemented by full or partial reimbursement for preventive medical and early detection procedures including: annual pap tests/pelvic exams, baseline and periodic mammograms for women 40 years of age and older (as recommended by the American Cancer Society), and proctosigmoidoscopic exams for employees over 50 years of age. Dental checks for oral cancer are also covered.

David C. Patterson is Manager of the Health/Safety Promotion Department at the United Methodist Publishing House in Nashville, Tennessee. Patterson, an American College of Sports Medicine Certified Fitness Instructor, directs the comprehensive TryUMPH for Health program.

TryUMPH for Health

"Well-Fit" Reassessment Profile Summary November 1984–December 1985

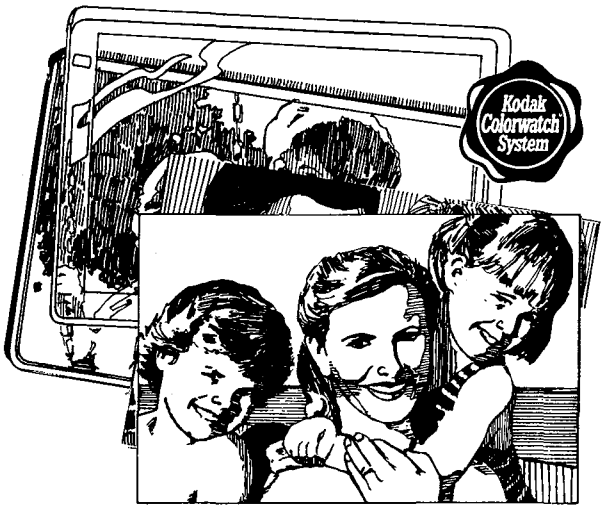
For: 135 Reassessments

Other Selection Criteria: Age = All
Activity = All

Based On Most Recent Assessment	Average	Change Since Previous Assessment
Resting Heart Rate		
Men	62.5 beats/min.	−8.7 beats/min.
Women	72.5 beats/min.	−7.1 beats/min.
Both	68.5 beats/min.	−7.7 beats/min.
Aerobic Percentile		
Men	75.4 %	+17.6%
Women	51.3%	+12.1%
Both	61.0%	+14.6%
Strength Percentile		
Men	65.7%	+10.8%
Women	56.8%	+ 4.4%
Both	60.4%	+ 7.0%
Flexibility Percentile		
Men	76.1%	+14.4%
Women	62.4%	+16.0%
Both	67.7%	+15.3%
Percent Body Fat		
Men	16.0%	−3.3%
Women	26.6%	−3.4%
Both	22.3%	−3.3%
Pounds Over Target Weight		
Men	2.4 lbs.	−5.2 lbs.
Women	14.9 lbs.	−5.0 lbs.
Both	9.9 lbs.	−5.1 lbs.
Blood Pressure (Resting)		
Men	123/75 mm/mg.	−4/−7 mm/mg.
Women	118/74 mm/mg.	−5/−5 mm/mg.
Both	120/75 mm/mg.	−5/−5 mm/mg.

Note: Negative Values Indicate REDUCTION

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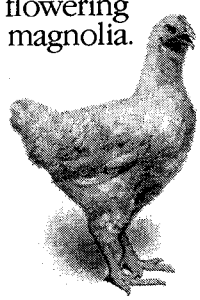
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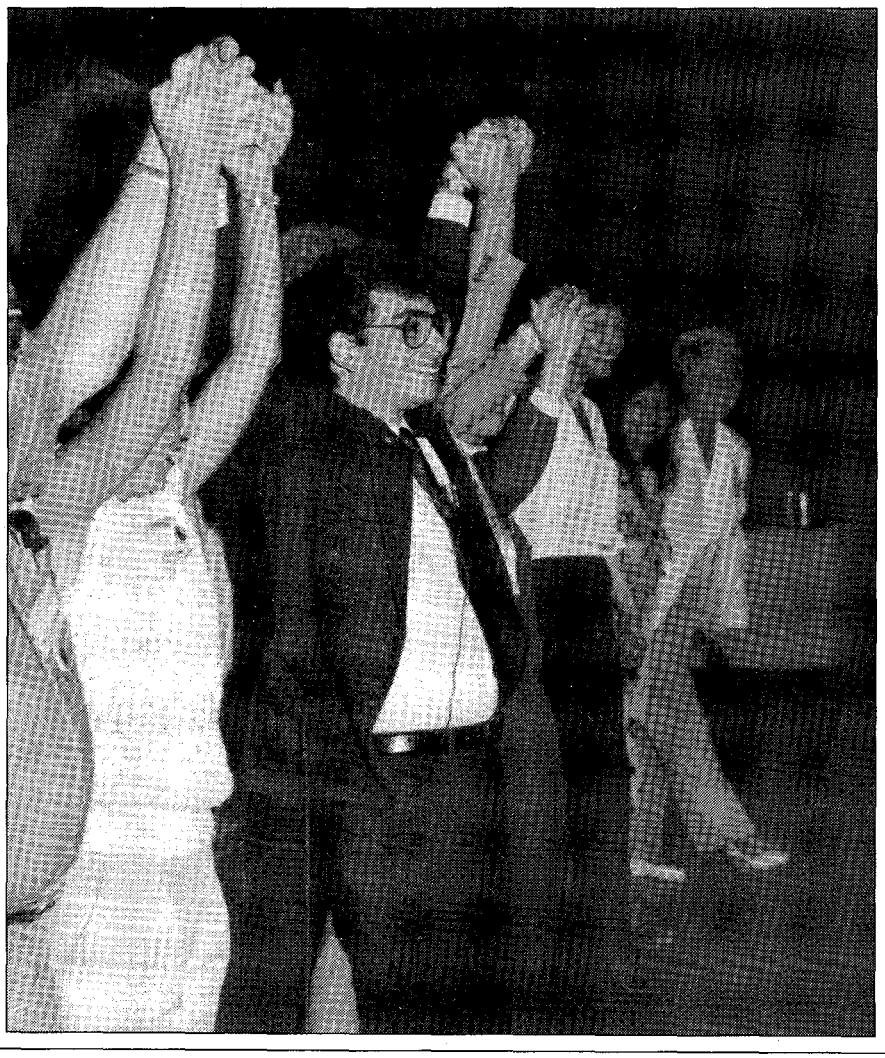
American Red Cross

THE STORY IN PICTURES

NESRA's 45th Annual Conference & Exhibit

It was billed as "Oceans of Opportunity." It turned out to be Oceans of Education, Oceans of Fun, Oceans of Recognition, Oceans of Peer Exchange, Oceans of Entertainment . . . Yes, "Oceans of Opportunity" was truly an apt description of this year's conference.

by Joan E. Price, editor



At the opening session, the over 800 delegates, spouses and exhibitors were welcomed aboard the Queen Mary and to the fair city of Long Beach. But the highlight of the program was Ritch Davidson speaking on "Putting Fun to Work: The Power of Humor in Management."

Davidson was *involving,* to say the least. During the course of the session, attendees held hands, growled at their neighbors, gestured wildly, and a few even jumped onto their chairs shouting, "I want a standing ovation!" One thing was certain—everyone in the room was smiling. And all learned the truth of Davidson's message first-hand.



With three decks and more than 125 exhibitors to choose from, the exhibit hall held something for everyone. From the wild animals at the San Diego Zoo booth to the wine and cheese party hosted by Encyclopaedia Britannica, the hall was teeming with interesting activity.



Delegates had the opportunity to learn a great deal from their trips through the hall on Thursday, Friday and Saturday. The three open sessions allowed plenty of time for delegates to visit every booth, learn about products and services that might help in their work, ask questions relative to their particular needs, and make knowledgeable contacts for future reference.

As if additional incentives were needed, the attendees also had the chance to win a wide range of door prizes and try their luck at the exhibit hall games. Direct Foto snapped complimentary photos for the delegates. And the available refreshments and goodies made a nice treat while browsing.



For first-timers, the conference was full of new experiences. But the first-timer reception and orientation soon had them acclimated and ready to go.

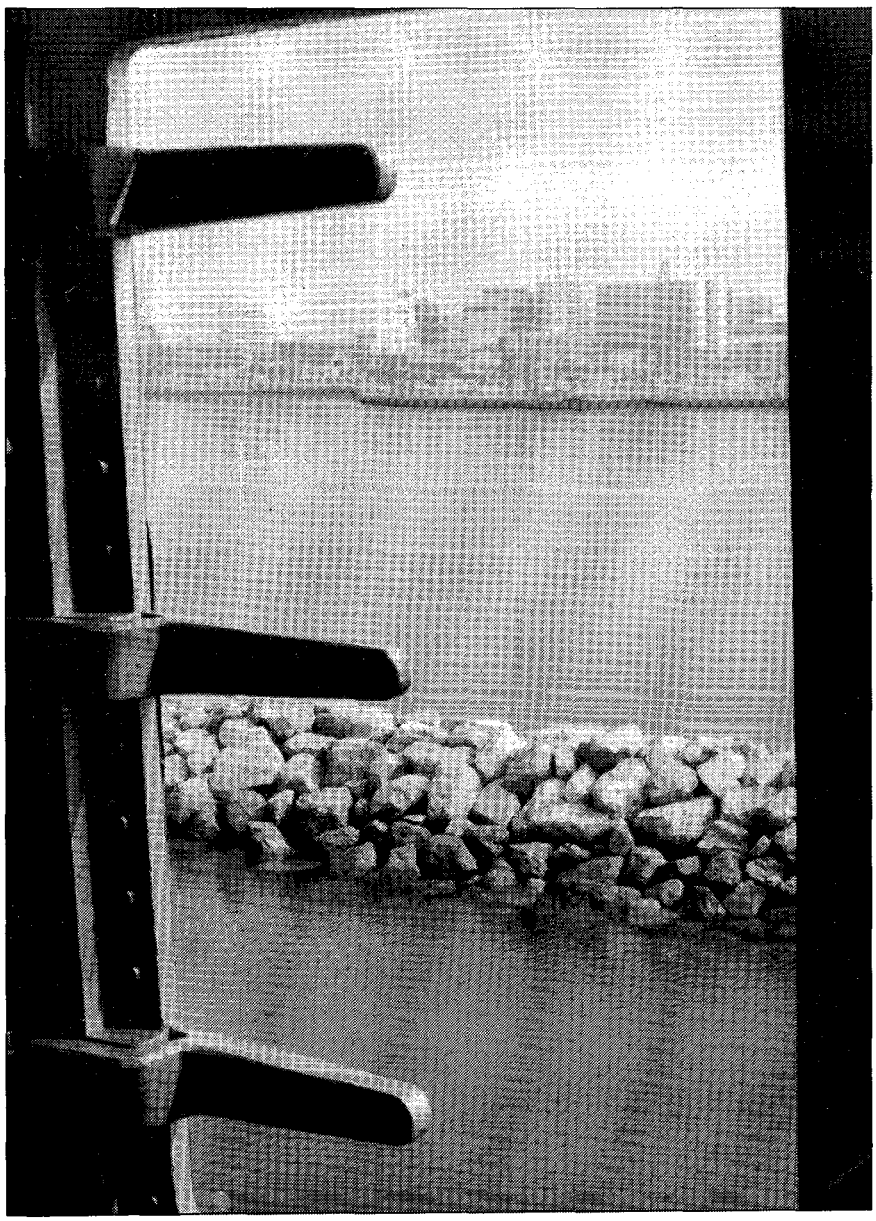
And go they did! Whether it was participating in an educational session, joining the social festivities or taking full advantage of all that was available in the exhibit hall, the first-timers quickly became "able seamen" aboard NESRA's ship.



For early-risers, there were exercise sessions to join. And on Friday morning, delegates gathered outside the Queen for the 5K Run/Walk. When the gun sounded at 6:30 a.m., over 60 runners, joggers and walkers began the course, which wound along the shoreline from its starting point between the hotel and the Spruce Goose Dome.



One of the most valuable aspects of the conference is always the opportunity to meet peers, develop a network of contacts, and talk over mutual programs and problems. This year's strategy exchange provided a perfect setting for doing just that.



Long Beach . . . they call it the "Site to Sea," and it certainly lived up to its name. The downtown area of the city sits just across the harbor from the Queen Mary. There, delegates visited the restaurants and shops of Shoreline Village, among other interesting places.

The historical setting of the conference added to its success. The Queen Mary lived up to her legend: Guests enjoyed the unique qualities of every room, the grand ballrooms and special atmosphere of the ship. And the history of neighboring attraction, the Spruce Goose, made its magnificence all the more interesting.

Spouses also enjoyed an excursion to nearby Universal Studios. Fortunately for the sightseers, the weather throughout the conference was solid California sunshine.



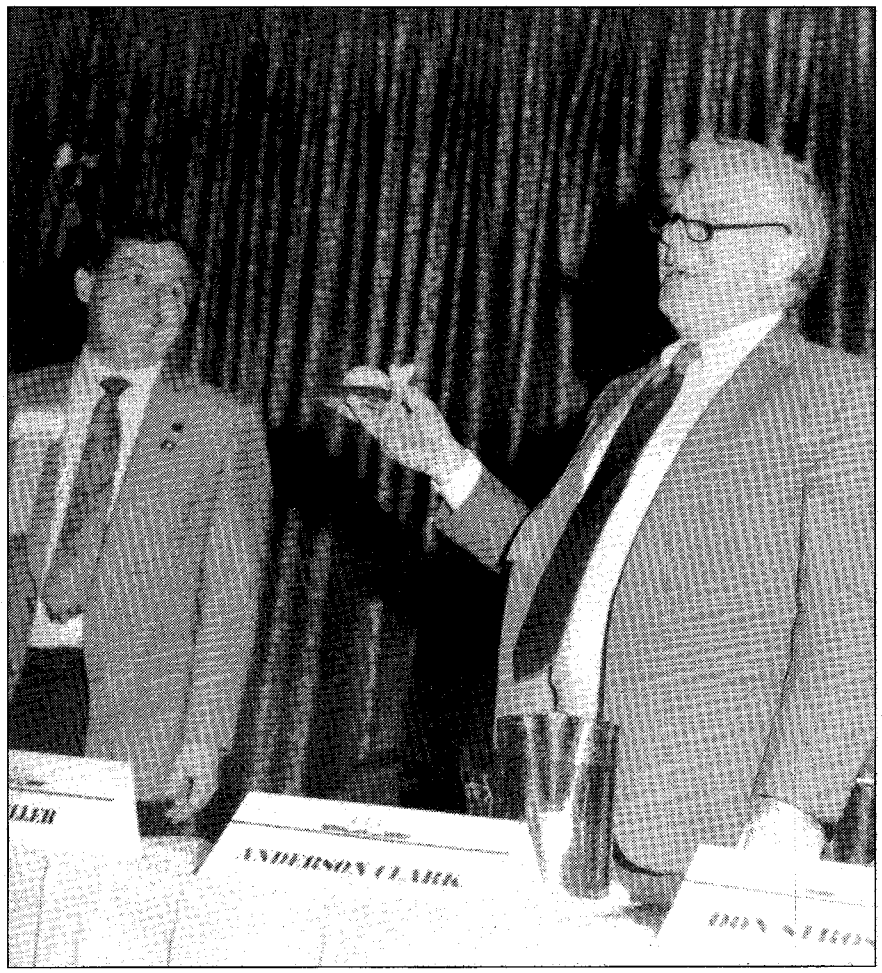
The conference was also a time to renew friendships within regions. The regional breakfasts on Friday morning were a fun way to get reacquainted.



Another important part of the conference was the recognition given to some of the people who have made a mark in the field or helped further NESRA's purpose in some way. Charles Alberding was honored for his interest and generosity to the NESRA Education and Research Foundation. As a symbol of the association's recognition and appreciation, he received the foundation's Distinguished Service Award.



On Saturday morning, delegates learned "How to be Positive in a Negative World" from hypnotist Jim Hoke. This entertaining session was enjoyed by everyone—although a few in the audience did "sleep" through most of his presentation.



A dynamic speaker, Anderson Clark of ABC introduced PLUS (Project Literacy U.S.) to the NESRA delegation. He told of the enormity of the illiteracy problem, the joint project plans of ABC and PBS, and of NESRA's unique ability to help.



For entertainment, all were invited to the festivities in the Dome, under the wing of the huge Spruce Goose, a.k.a. Howard Hughes' Flying Boat. The Shipwreck Party was on Thursday night and the "marooned" delegates dressed accordingly—island flowered shirts and woven straw hats were popular.

Luckily, Ron "Hughes" Jones flew in to rescue the NESRA crew and the celebration began.



On Saturday night, the dinner dance rewarded the hard-working conference committee and honored Immediate Past President Leroy Hollins. Seated at the table of honor were Leroy Hollins, Viola Hollins, Bruce Pherson, Kitty Homer, Executive Director Pat Stinson, Conference Chairman Phyllis Smith, Pat Iles and President Ron Jones.



After a delicious meal, attendees were treated to a spectacular show—a professional Walt Disney production. The dinner dance was a fitting celebration for the last evening of the conference.



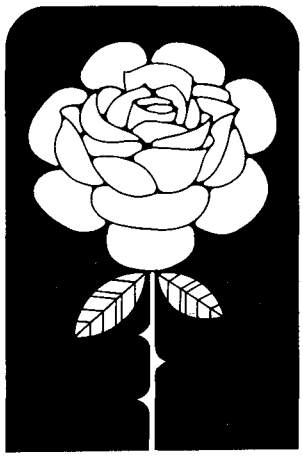
Appropriately enough, this year the Minnesota Employee Recreation and Services Council, who will host the '87 conference in Minneapolis, won the Leonard R. Brice Superior Chapter Merit Award. You can almost hear Ralph Ferrara, John Niehaus, Jim Urick and Bob Crunstedt saying, "See you next year!"

Judging by the sentiments of this year's attendees, you also can imagine the reply. "We'll be there!"

Photos courtesy of Direct Foto, Whittier, California.

"In Appreciation . . . of Your Years of Dedicated and Loyal Service"

by Ronald F. Ribaric, CESRA



"In Appreciation of Your Years of Dedicated and Loyal Service . . ." Such an inscription is read frequently at service award presentations across the country. This is one manner in which employees are honored by the companies they serve.

SERVICE AWARD PROGRAMS

There are various programs which are available to an employer. Presenting a pin, selecting a service award from a catalogue, or a monetary award, such as cash, stocks or savings bonds, are some of the awards that are used by industry.

The service pin award is a program where the employer presents a pin to the employee for each five years of service. The service pin is usually in the form of the company logo or a numeral representing the length of service, such as a "5" for five years, "10" for ten years, and so on. If the company logo is used, the number of years may determine the material used in making the pin or the jewel set into the pin. The five-year pin can be made of stainless steel, the 10 silver, 15 brass and on up to a 25-year pin in gold.

If jewelry is involved, the five-year pin could have a certain stone set in the award. A ruby for five years, emerald for 10, on up to diamonds as the years increase. The number of stones can vary; some employers give three stones per award. A five-year pin may have three rubies, a 20 may have two emeralds and one diamond. These variations can be determined by the employer, looking at cost, style and other factors related to the specific program.

The cost for these items is minimal, compared to a more elaborate system with a number of different selections. Storage is not a problem, as these items are relatively small and can be stored easily. With each employee receiving the same award at their appropriate year, a stock can be maintained without concern of an award being discontinued. These are some of the factors that should be considered in developing this type of program.

A second program offered to employees by some companies has the basic emblem available but is expanded to offer a variety of selections at each year level. These other selections can include jewelry items such as necklaces for men or women, brooches, bracelets, rings and lockets to mention a few. Also included in this type of program would be gift items for the employee to choose. Gift items such as china bowls and serving sets, crystal decanters, sil-

ver tea services, luggage and grandfather clocks are examples of the gifts which can bear the company logo. The value of the item may vary with the years of service. A five-year employee may choose a crystal vase or a pin with two rubies while a 25-year employee may choose a silver tea service or a pin with two diamonds. The jewelry and gift items may vary with the specific program but the basic concept remains intact, to offer the employee a more valuable award as the years of service increase.

This style of program offers a wider variety of items for the employee to select. It also offers selections that are family-oriented such as a wall clock which the entire family can enjoy. The cost for the gift items should remain in the same range as the jewelry costs. Storage will need to be considered because these items will generally be in larger containers than the jewelry items, therefore a larger amount of storage space is needed. The storage area may affect the number of items that can be kept in stock.

A third program enables the employee to choose from a gift catalogue. This program allows an employee to choose items such as coffeemakers, electric drills, hair dryers and other gifts of this nature. These gifts, unlike the previous program, do not have any emblem signifying the gift as a service award from the employer. For example, a five-year selection could be a wallet while the 25-year may have a selection choice such as a table saw. This award program can be developed by setting a limit on the money spent per item each year. A variety of choices within each award level can be offered to give the employee a variety of choices.

This program is easy to administer as the vendor that handles the program also handles the details. The employer's responsibility is to distribute the award brochure to the employee. The vendor receives the order and ships directly to the employee. In turn, this will eliminate the need for storage and require only minimal administrative detail. Awards of this nature offer a gift that is useful to the employee in his everyday activities.

The first three programs offer a variety of award ideas. There are a number of vendors available to develop these programs. Most vendors have a prepackaged program which may fit the needs of some employers or the vendor can develop a program unique to a specific employer's requirement. In each case, the employee will be offered a remembrance from his or her employer.

> **Presenting a pin, selecting a service award from a catalogue or a monetary award are some of the types of awards used by industry.**

Monetary awards are popular with certain companies. A set schedule of a certain amount of cash is awarded to the employee at each five-year anniversary. For example, five-year employees receive $50, 10-year employees $100, and so on with each five-year anniversary. An alternate for cash distribution is to offer shares of stock from the company. The number of shares would increase with the number of years. U.S. Savings Bonds can also be used as a service award in a similar manner. Although this method eliminates the concern of dealing with a vendor, administering the program and storage, there is one aspect that must be considered. The concern with this program is the tax rules regarding the company and the employee. The monetary service award may be a taxable income to the employee. The employer may consider increasing the amount of the service award to cover the taxes.

SETTING THE CONTRACT

Once the specific program is decided upon, a contract must be developed. Such areas as delivery time, delivery costs, length of contract, returns or repairs, catalogue, packaging and prices are important factors that must be considered.

Bidding is a viable practice in obtaining a vendor for a service award program. If a program is in place, use the existing program to formulate bid specifications. This offers a base line cost for the program. Once the average cost per year is determined, the vendor can be requested to suggest alternates for the program within the same price range. This procedure can offer a new program of awards for the same general price. If there is no service award program, the employer can request a sample program from the vendor or set price guidelines, number of awards per year and style of awards, then ask the vendors to offer proposals within these guidelines. Either of these methods will offer a basis to start or revise a service award program.

Other considerations should be included as part of the contract. The term of the contract must be set in cooperation with the vendor and the employer. A term of three to five years is within the normal range of most programs. The term of the program should allow the stability of a reliable product with the option to change part or all of the selections at the end of each term.

Packaging of the selections is a concern that may be written in the contract. Most large items such as clocks are packed by the maker and do not offer much variation. Jewelry has numerous options for packaging, from the typical hard jewelry box to the velvet pouch. Appearance and cost should be considered in deciding on the type of pack-

"Obtaining copies of contracts from other programs may help in determining the specifics."

aging to be used. Packaging of the item for shipping must also be considered. The carrier and delivery time should be stated in the contract. Options for express delivery can also be reviewed for addition to the contract. Shipping and length of time on repairs and warranty work can be reviewed for addition to the contract.

Are repairs and warranty work handled by the vendor or sent elsewhere? If the repair/warranty is handled elsewhere, the address of this subcontractor should be supplied. Will the vendor handle all dealings with these subcontractors or will it be the employer's responsibility? These items should be resolved in the contract.

The points mentioned as well as requirements specific to the service award program of the employer should be considered for addition to the contract. Obtaining copies of contracts from other programs may help in determining the specifics regarding the needs of the service award program being developed.

ORDERING THE AWARDS

Upon completion of the contract negotiations and letting of the bid, the employer must begin the service award ordering for the specific program. The first step in ordering requires the distribution of the catalogue and order forms to the employees. This objective can be met by a variety of methods. One method used is to distribute the brochures through the personnel department. The personnel representative for a specific area can distribute the service award catalogue to the recipient's supervisor for distribution.

The distribution of the catalogues should allow enough time for returning the order form and for the service awards to be delivered. This time frame may vary, it may be one month or four months depending on the vendor involved and the policies of the purchasing department of the company. An alternative distribution method is to mail the brochures to the employee's home. The employee then returns the order form to the personnel office. This can be expensive if you have a large number of employees.

A third method for distribution is that the award catalogue is given to the employee on their service anniversary. The employee then orders the award at that time. In this method, some programs have the award sent directly to the employee's home. This eliminates the need for storage area for the supplies. Advantages and disadvantages are involved with each of these methods. Each aspect of the program must be reviewed to find the best system for each company.

STORAGE

Upon deciding which method of ordering will be used, the next step is determining the location, size and security of the storage room. The size will be affected by certain factors. The space available within the company's facilities is one consideration in determining the size. The location of the storage room must be in the vicinity of the service award administrator's office. This is necessary due to the nature of the responsibility; the administrator must supervise this storage area as he is directly responsible for the awards.

The administrator may need daily access to the service awards if the company has a large number of employees or the type of distribution program chosen by the employer may require frequent use of the facility. The ideal location for the storage area is adjoining the administrator's office, with the access being through the service award administrator's office. Storage room security is another concern that must be dealt with in determining a storage location.

The service award storage room may have tens of thousands of dollars worth of inventory at any one time. This must be kept secure. The first step is to secure the room with a high quality lock system. The number of keys assigned should be minimal. The lock also should not be able to be opened by a master key. This special lock system should also affect any access doors to the storage room. If the storage area entrance is within the administrator's office, the administrator's door should also contain the special lock system.

The walls of the room should be solid; if available, brick is the recommended material. All doors should be solid wood

"Upon completion of the contract negotiations and letting of the bid, the employer must begin ordering for the program."

or metal without windows. The overhead compartment should be caged with a heavy wire mesh to prevent someone from crawling through the ceiling and entering the room. All duct work should also be examined to minimize the chance of entry into the storage room. An alarm system offers another option that some employers consider. A high quality air-conditioning and heating system is also important to minimize atmospheric

changes that can cause damage to various awards such as watches and clocks. Smoke alarms and a sprinkler system complete the storage room and offer a safe and secure location for the service awards.

> **Keeping tabs on which awards have been ordered, picked up and distributed is an important part of any program.**

DISTRIBUTION

The service award is a token of appreciation for the employee's years of service. It is not proper to casually leave the award on the employee's desk. There should be some form of special presentation of the award and there are a number of methods in which this can be accomplished. The specific method decided upon should adapt to the philosophy and requirements of the particular company.

One method of distributing service awards is to have the employee's supervisor present the award on the service date. To accomplish this, the service award administrator can distribute the awards to the respective personnel supervisor for the department of the award recipient. The personnel representative can then deliver the award to the recipient's supervisor. The supervisor in turn is responsible to present the award to the employee at the appropriate time. This presentation can take place in a variety of ways. The supervisor can present the award at a weekly staff meeting or call a special staff meeting for this purpose. Inviting the award recipients to lunch or dinner is another manner in which the awards can be distributed.

For this type of program, decisions regarding funds must be made. Some considerations are: should spouses be invited, will the lunch/dinner be held in the company's facility or will outside facilities be used, and what arrangements are required for the specific program planned?

The frequency of the lunch/dinners will depend on the number of employees attending. One option is to limit the luncheon/dinner programs to a certain number of years. For example, all employees with 25 years or more of service could be invited to the luncheons/dinners. Whether these special functions are offered monthly, quarterly or annually will vary with the specific program instituted and the number of employees that are to receive their award in a specific year.

For example, a large company which presents over 2,000 awards annually would have difficulty hosting a dinner with spouses on a yearly basis. The situation may require a monthly or quarterly function. If the luncheon or dinner method is chosen, the service award administrator must devote time to the preparation of each affair. Invitations, recording of RSVPs, biographical information on the recipients, facility and meal arrangements, VIP invitations and the specific program are all responsibilities which the administrator must oversee. Although this method is costly, it does do more in honoring the employee than solely presenting an award.

A third method of award distribution is presenting the service award catalogue to the employee on his service date. After the employee receives the catalogue the order form is completed and brought to the service award administrator. The administrator then presents the award to the employee. By this method, the honor and appreciation are shown at the time of the catalogue presentation. This program would require the employer to keep a

> **In general, service award programs are a morale booster as employees wear or use their awards with pride.**

stock of all service awards. Limiting the hours or days of the week that awards may be obtained by the employee may be necessary. This method minimizes the number of people that must handle the service award, thereby diminishing the possibility of delay in presenting the award.

INVENTORY CONTROL

Keeping tabs on which awards have been ordered, picked up and distributed is an important part of any program. When awards are given to a person for distribution, a list of the awards that were received should be signed and kept by the administrator.

When an award is to be presented a record should be kept. This can be handled by using a card listing each of the service anniversaries such as five-year, 10-year, etc. The dates plus pertinent data such as employee's name, department number, service date and other needed information can be included on this card. When the award is presented, the presenter then signs the card and returns it to the service award administrator. Now a record of each anniversary's award and who presented the award is available. This also aids the service award administrator in maintaining an inventory record.

In general, service award programs are a morale booster as employees wear or use their awards with pride. The employer should strive to obtain the best possible program that is available. After considering the number of employees, vendor, budget and all other facets of the program, the company will be ready to show its thanks for a job well done through a well-planned service award program.

Ronald F. Ribaric, CESRA, is Recreation Administrator, Martin Marietta Orlando Aerospace, in Orlando, Florida.

Communicating Effectively to Employees

by John Connellan

A major cost to American businesses today is time wasted as a result of misleading communication. Personnel will often spend valuable time on their projects or assignments with unusable results because of miscommunication from their superiors. Not only does inadequate communication have a dramatic effect on morale, but it decreases the motivation of personnel.

Face to face communication is used constantly throughout each working day. This type of communication takes place in short meetings, staff meetings, discussions on a production floor or in a hallway, and in presentations given by company personnel either inside or outside the organization. When this type of communication situation occurs, individuals will listen to the company communicator and will evaluate consciously three elements. He or she will decide how the content will affect them as employees. Each individual will note how the content was organized by the company communicator, and based on the organization of the material, he will decide if he agrees or disagrees with the content. Even more importantly, the employee will judge if the communicator believes in what he is saying by how he delivers the presentation.

Effective communication in an organization has to begin at the top. Top executives have to be good company communicators in all of their one-to-one and small group situations as well as in large group presentations (i.e., shareholders meetings, company fund raising events such as the United Way). A good example of this was the positive effort made by Owens-Corning Fiberglas Corporation, Toledo, Ohio, which designed a communication process to educate their employees to understand the Right-to-Know Law in order to comply with the specific requirements of the law.

Most of today's businesses have recognized the importance of effectively communicating to employees. However, the real problem lies with the company communicator that has difficulty handling this situation. This article will deal with some of the solutions to this problem.

EMPLOYEE POINT OF VIEW

When preparing a communication for any group of employees it is important to spend time analyzing those individuals. Begin by listing the traits of the employee such as positive attitude, motivation, goals, etc. This will help the communicator understand the employee group, and enable the communicator to deliver the communication from the employee's point of view. This works for both one to one and group communications.

Since employees are concerned about how the message will affect them directly it is important to begin your message with a short statement that relates to the goals of the employee. This is known as the "employee subject." For example, the company communicator is discussing the United Way drive that the company is supporting. An employee may look at it negatively, because he or she feels pressure to contribute to the fund. Communication in this case should begin by stating how this charity will help the well-being of the employee and his family.

Next, discuss the need that the listener has for supporting the organization. At this point, the employees realize the importance of the communication. Third, state the outline of what will be covered. It is important to structure the outline so the points presented to the employees are in order of importance. This will be followed by how these points will benefit them.

Presenting a statement on benefits provides each employee with a reason to listen to the presentation. It is important the message tells the employee what they want to know and in the context of how it will benefit them. When developing the body of your communication be sure to cover each topic, point by point. Clearly state each point's value and benefits.

To close the communication, reinforce the value of the message to summarize what has just been said to the group of employees. Follow the conclusion by indicating the next step to

the message. This is a clear indication of what the individuals are expected to do with the knowledge received in the company communicator's message. This organization process enables the employee to realize the importance of the message as well as feel and understand what has been said. This will put the company communicator in a comfortable position, because it demonstrates to each employee that the company communicator believes in the message.

In the presentation the company communicator should use visual aids. Visual aids play an important role in getting across the message. Through the use of slides, charts or overheads, the company communicator illustrates to the group the time and expense that has been given to prepare the presentation. Visual aids help provide a clearer understanding of the importance of the message. Each employee will increase his retention of the material through his involvement with the communication.

THE NUMBER ONE FEAR

The number one fear of Americans today is speaking in front of others. This is because the communicator is nervous and does not feel in control. Part of this problem is solved by preparing good content. The rest can be solved by projecting a positive leadership image.

Many times in employee communication situations, the employee feels that the company communicator did not really believe in what he or she was saying; therefore, the employee does not react in a positive manner. One of the reasons this happens is that something was said in the communication that either contradicts or decreases the strength of the message. This problem in the mind of the employee is created as a result of physical communication distractions, such as poor eye contact, lack of intonation, etc. The communicator may be using such phrases as "ah" or "you know" which distract the employee from the message. To have control of the message, it is helpful for the company communicator to use a pause instead of verbalizing these types of non-words when collecting his or her thoughts. The pause will help the listener think about what has just been said and digest the content.

Since many company communicators are nervous when presenting their message to employees it is important to find ways to deal with this concern. The nervous feeling tends to make one speak in a monotone. To overcome this concern the individual needs to look at one person at a time for a period of five seconds. An important communication tool that is seldom used by the presenter is "intonation." We naturally communicate in a monotone unless we strongly believe in the content. Since projecting a "strong belief in this content" is important to both the company and the employee it is imperative that this tool be used.

It is amazing how many individuals do not smile when trying to communicate an important and positive message to employees. One of the reasons a company communicator does not smile is because he or she is looking at the whole group. To make smiling easier, gain longer eye contact with individuals in the group. Select employees from around the room and deliver your message to them for approximately five seconds. Next, direct your eye contact to one employee after another, communicating to each one in the group individually. This extended eye contact with each employee will enable the company communicator to smile at positive points in the message, raise the inflection in the voice as well as maintain a conversational tone. Most importantly, the company communicator will be more comfortable in this situation.

THE DIFFICULT QUESTION

Too often in employee communication situations, the company communicator discovers that it is difficult to handle "off-the-cuff" questions from employees. The question and answer period can greatly enhance the relationship between management and employees. However, there are problems that may develop. These problems can be easily overcome.

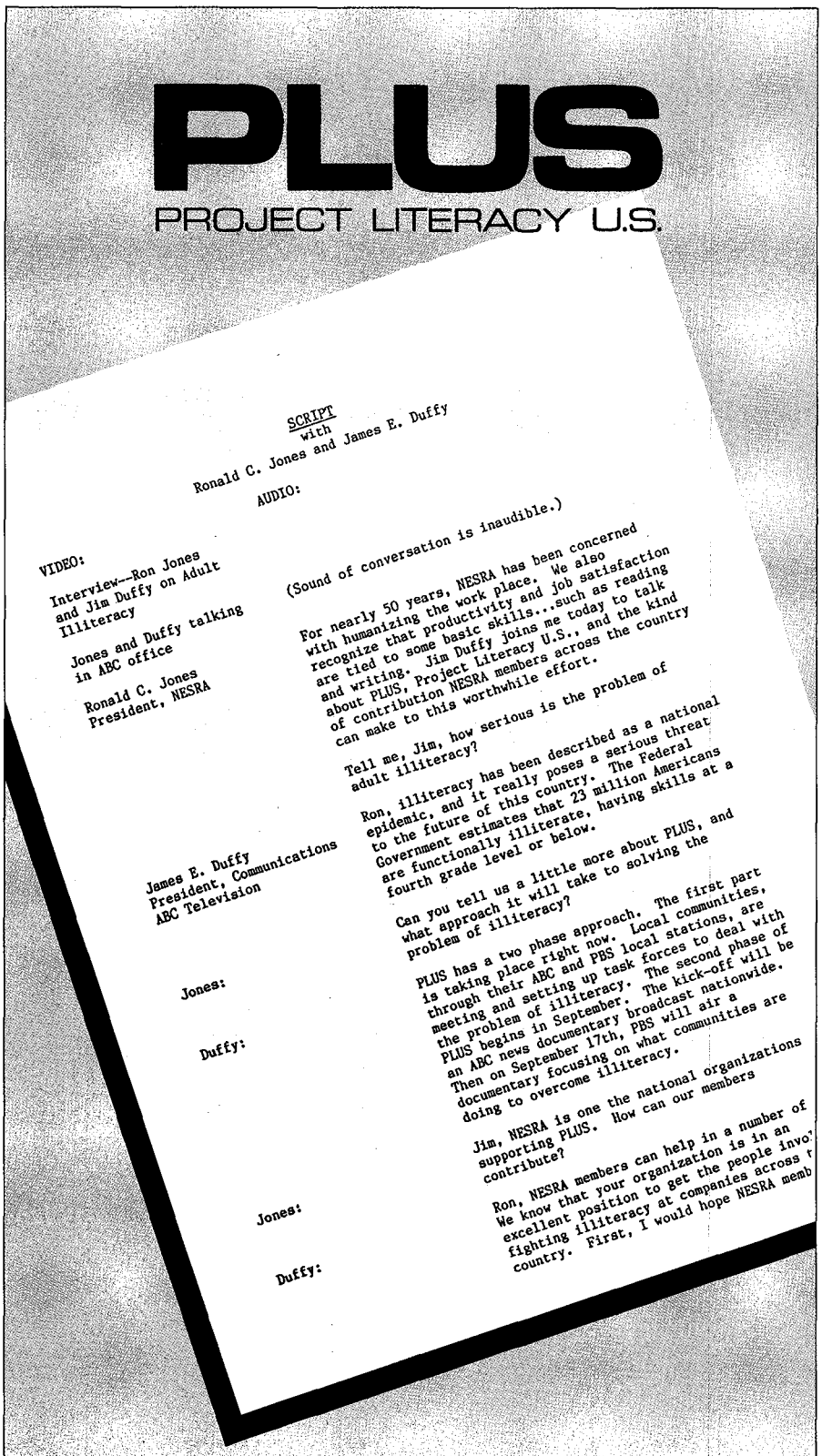
Prior to the communication, the company communicator needs to decide what questions he hopes won't be asked and what questions will be asked. Next, develop a clear and brief answer for each question. Talk through the answer to become comfortable with each response. Some questions may never be asked, but the company communicator will be prepared in the event these questions arise.

Controlling the actual question and answer period is very important. When communicating to a large group, each question must be repeated or rephrased so the communicator as well as the group understands the question. This will provide the company communicator with time to develop an answer. The communicator may receive some tough questions and by repeating the question this will allow the communicator to gain control of his or her emotions.

It is important that you recognize the three types of questions. First, the questions you are able to answer. However, when answering be brief.

Second, the questions to which you do not know the answer. In this situation, the company communicator needs to tell the group that he or she doesn't know the answer. The company communicator must promise to get an answer to the individual who asked the question.

Third, a question to which the answer is confidential. In this case, the communicator needs to be careful how the situation is approached. For example, an employee may ask about the company's plans for compensation. The company communicator then repeats the question, "the question is what are our compensation plans for next year." Then he or she goes on to answer the



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Communicating

question relaying that the plans are not finalized and are still confidential, but as soon as the plans are released the information will be disseminated. This protects the confidentiality of the plan.

Many times the company communicator is inclined to provide small amounts of information. For example, the communicator should not answer a confidential question with the following answer, "The compensation plans are not finalized yet and are still confidential, but from what I have seen many of you will be surprised." This can open Pandora's Box and many negative reactions and assumptions can be made by the employees listening.

Answers can be reinforced when the company communicator is smiling, especially when communicating positive information. When a challenging statement is made by an employee during the question and answer period, turn the statement into a question to maintain control. If a question is stated by an employee with anger in his or her voice, repeat or rephrase the statement in a softer tone. This will help the company communicator regain physical control.

End the question and answer period by repeating the conclusion of your message, followed by what the employees are expected to do with the knowledge received in the message. This will enhance the company communicator's message and will demonstrate in the employee's mind a positive frame of reference.

A company is a group of individuals that communicate constantly. Each message needs to be delivered in reference to the listener. The development of visual aids as well as demonstrating enthusiasm and involvement with the communication will illustrate the importance of the message. These key points will become a natural part of your communication if the company communicators begin to use them today.

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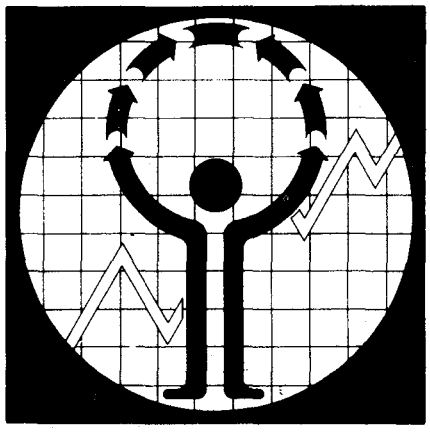
Work Site High Blood Pressure Screening Programs

by Delphine Spearman, R.N., and Gary Roehl

High blood pressure or hypertension is recognized as the leading cause of premature death and disability in the United States today. According to the National Institutes of Health's "High Blood Pressure in the Work Place Fact Sheet," an estimated 30.8 million workers have high blood pressure. People with elevated blood pressure have a much higher chance of developing certain cardiovascular diseases.

In the general population, approximately 850,000 people die each year from high blood pressure related cardiovascular disease. These diseases include stroke, coronary heart disease and congestive heart failure. It has been estimated that over one-fifth of all deaths from high blood pressure related cardiovascular disease occurs each year among employed persons. About 26.7 million work days, representing $1.3 billion in earnings, are lost annually because of high blood pressure related diseases.[1]

An overall awareness of high blood pressure (HBP) and the number of people receiving adequate treatment has improved. Toward this effort, the work setting has become an important place for delivering more effective HBP control services. The work site has advantages which provide for effective and efficient detection, follow-up and monitoring services. These programs often will offer a comprehensive information program dealing with HBP which allows an individual to increase his awareness and understanding of the disease.



In addition, it may be the motivating factor that encourages them to make positive lifestyle changes. Some of the reasons for bringing HBP control efforts to the work place are:

- **Accessibility**
  The location is convenient, often in the same building. The blood pressure can be checked with minimal time away from the job.

- **Continuity**
  Because many workers are employed continuously by one company, the work site is a logical place to provide the long-term monitoring and care necessary to control HBP. The continuity of work place relationships particularly enhances the effectiveness of follow-up efforts.

- **Mutual Support**
  The mutual support of the participant by co-workers plays an important role in helping employees stay on treatment.

- **Economic Advantages**
  From an economic perspective, a number of work site programs suggest that HBP efforts reduce absenteeism and, ultimately, help contain medical costs. Treatment for HBP in on-site occupational medical departments offers HBP services at little cost by utilizing company resources.

After analyzing the leading causes of death and hospitalization among employees, most companies recognize the need to become involved in promoting healthy lifestyles for their employees. Some of the controllable risk factors for heart disease include such conditions as overweight, excessive consumption of fats, smoking and a sedentary lifestyle.

IMPLEMENTING WORK SITE HBP PROGRAM

Implementing work site HBP programs includes education, screening, referral and follow-up; it is important to have the support of management and employees.

An approach to management should be from an economic perspective. It is important to understand that HBP control involves direct start-up costs and additional health insurance claims from newly discovered hypertensives for those companies not utilizing a cor-

porate medical department. Over the long-term, however, studies show that reduced disability and medical claims can result in savings.

Work site HBP programs are voluntary, therefore, a favorable employee attitude is vital. A promotional campaign, including posters, informational memos and pamphlets should explain the purpose and benefits of the program. Offering all activities free of charge on company time is an added incentive. Also, confidentiality must be stressed and strictly observed to encourage employee participation.

Alderman and Stanback have made the following observation regarding directions for industry:

Because of the magnitude of the problem and the special burden untreated hypertension imposes on business and labor, it makes good sense for industry to improve the treatment of hypertension among employees. The conditions of the work place—stability, long-term relationships of trust, and peer support—as well as the economic stake employers and unions have in achieving blood pressure control have in fact already led to the establishment of some highly successful programs.[2]

Work site HBP programs can be adapted to meet the needs of a specific company regardless of the size. Many programs may offer only screening and referral, but to be effective, follow-up monitoring and educational interventions should be included. Facts versus theories, misconceptions and myths should be sorted out in order for individuals to make appropriate decisions affecting their health status.

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2. Alderman, M. H., MD, and Stanback, M. E., MPH, *High Blood Pressure: Detection and Control At The Workplace,* pp. 2.

Delphine Spearman, R.N., is Senior Nurse at American Natural Resources in Detroit, Michigan. Gary Roehl, Administrator of Employee Services at American Natural Resources, is NESRA's Region III Director.

NEW PRODUCT AND SERVICE GUIDE

Cycle Vision Announces Three New Titles

As a part of the ongoing series of Videocycle tapes, Cycle Vision Tours has released three new titles. "Hawaii—Maui" and "Hawaii—The Big Island" each provide three scenic and inspirational workout tours for stationary cycling. The new "Competition I" tape goes one step further with the Videocycle concept and allows the viewer to actually become a part of a bicycle race.

The addition of these three tapes brings the Videocycle Series total to seven. Cycle Vision Tours introduced Videocycle to the video, fitness, and bicycle industries in 1984. The concept of "watch while you ride" has captured the imagination of anyone who has spent time tediously pedaling an exercise bicycle or wind trainer.

Available in VHS or BETA, these videos allow the viewer to experience the sensation of moving down the road. In addition to the spectacular scenery and inspirational music, a variety of on-screen workout features keep the stationary cyclist entertained, informed and motivated.

Other titles in the Videocycle Series include Grand Teton National Park, Yellowstone I & II, and San Francisco. The videos retail for $39.95 and can be found in video, bicycle and fitness stores around the country.

For more information, contact: Mark S. Lange, (800) 624-4952.

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For information contact: James C. Moran, General Manager, TPR Products, Inc., 15671 Aptakisic Road, P.O. Box 146, Prairie View, IL 60069, (312) 634-4125 or (800) 872-4361.

Employee Health Care Education Booklets Available

Ten pocket-size booklets geared to changing the way employees think about health care are now available from Medcom, Inc. A subsidiary of Baxter-Travenol Labs, Medcom developed the series in response to employers' needs for effective, flexible and on-going health care cost containment strategies.

The premise of the booklets is that individual consumers are capable of taking actions that lead to direct results in the form of: lower health care expenditures for themselves and their em-

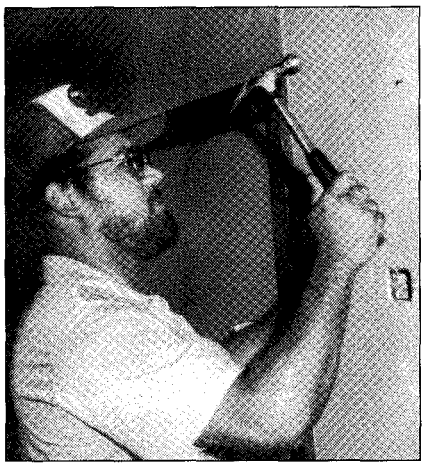
ployer; better coverage through more informed utilization of benefits; and a more thorough understanding of and involvement in their own health care.

Presented in easy-to-understand language, including practical how-to steps and checklists, the booklets are available separately or as a series.

For more information call or write: Medcom, Inc., P.O. Box 3225, Graden Grove, CA 92642; (800) 541-0253 (National) or (800) 228-4939 (California).

Building Board Provides Fire Protection, Weather Resistance

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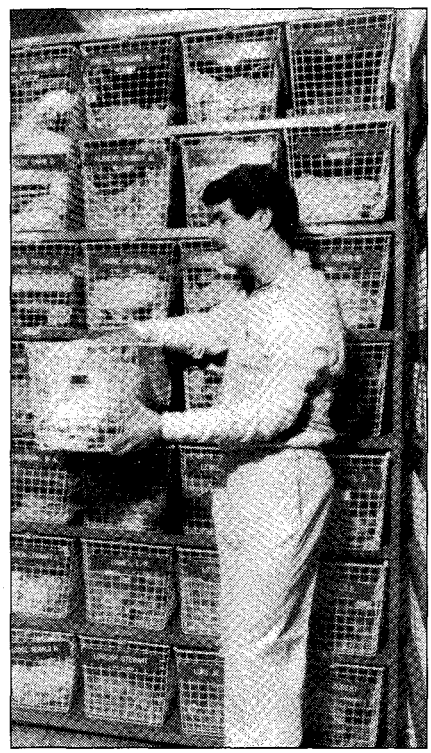
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☐ **#8611 Government Relations**—Derrick Crandall, American Recreation Coalition.

☐ **#8612 Good Health is Good Business: Implementing a Successful Worksite Wellness Program**—Shirley C. Wilson, Health Works, USA, Inc.

☐ **#8613 The Commitment to Computerization: Approach to Computerization in the Workplace**—Thomas F. Penderghast, Pepperdine University and Data Processing Auditors, Inc.

☐ **#8614 Field/Job Opportunities-Internship Programs**—Scott Baker, Xerox Corporation.

☐ **#8615 Assertive Behavior: Effective Use of Communication**—Kichiri Iwamoto, University of Santa Clara.

☐ **#8616 Company Stores**—Bob Pindroh, Lockheed Employee Recreation Club.

☐ **#8617 Negotiations and Purchasing-How to Buy**—Mark Winsberg, Certron Corporation.

☐ **#8618 Road to a Healthier Lifestyle: Speaking on Fitness**—Jack Medina, Los Alamos National Laboratory.

☐ **#8620 Child Care: Corporation Involvement**—Thomas L. Lange, Child Care Licensing Consultants.

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ASSOCIATE NEWS

New Associate Member Offerings

AMERICAN SKI ASSOCIATION
1888 Sherman Street, Suite 500
Denver, CO 80203
(303) 861-7669
Contact: Ellen Blackburn

The American Ski Association offers a SkiAmericard that entitles the holder to discounts on ski related items. NESRA members receive a 50 percent discount on their SkiAmericard membership fee.

DUNFEY HOTELS
500 Lafayette Road
Hampton, NH 03842
(603) 926-8911
Contact: Lee Ferris

Dunfey Hotels manages eight hotels in the New England area. The hotels offer NESRA members a 10 percent discount on room rates, subject to availability. Offer is valid through December 31, 1986.

LE BOW INDUSTRIES LTD.
50 Vision Boulevard
East Providence, RI 02914
(401) 438-1100
Contact: John H. Mitchell

Le Bow Industries Ltd. manufactures 14 karat gold jewelry.

PARK TERRACE HILTON
10330 Natural Bridge Road
St. Louis, MO 63134
(314) 426-5500
Contact: John D'Astice

The Park Terrace Hilton is a new luxury hotel that offers executive corporate guest rooms as well as chalets for families. Special "Family Value Pak" and "Grand Slam" packages are available at $55 per night.

PHOTOGRAPHIC CONCEPTS, INC.
P.O. Box 2049
Lake Oswego, OR 97034
(503) 635-4202
Contact: Gary Riggs

Photographic Concepts, Inc., specializes in family portrait photography packages which employers can provide as a benefit program. In addition, they photograph employees for personnel files and can take identification photos of employees' children.

ROSEMARIE DE PARIS CANDIES
1937 Greenspring Drive
Timonium, MD 21093
(301) 252-0900
Contact: James B. Barrell

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Contact: Holiday Desk

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SPORTSCAPE, INC.
P.O. Box C9122
Boston, MA 02146
(617) 277-3823
Contact: Marc Onigman

Sportscape, Inc., is a trade magazine for owners and managers of physical fitness facilities, health clubs and racquetball clubs. NESRA members are eligible to receive a complimentary subscription.

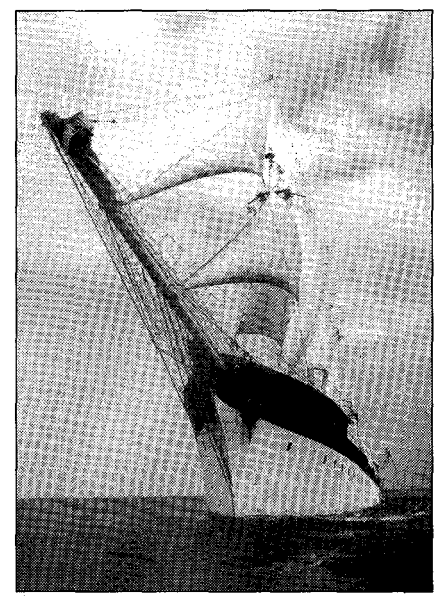
WYNDHAM HOTELS
P.O. Box 58600
Dallas, TX 75258
(214) 651-0346
Contact: Marietta L. Baldwin

There are 23 Wyndham Hotels either open or under construction within the United States and the Caribbean. They offer a "Designer Vacation" package plus a 25 percent discount on room charges, restaurants, room service and selected recreation fees.

Alicante Princess Offers Non-Smoking Rooms

The new Alicante Princess, a 400-room luxury hotel in Garden Grove, California, operated by Princess Cruises, will reserve special rooms for its non-smoking guests.

Non-smoking guests hoping to avoid the smell of tobacco can request one of the 60 designated rooms. For information or reservations, call (800) 972-2929.



Windjammer Announces NESRA Rate

Windjammer Barefoot Cruises, Ltd. is offering group rates to NESRA members on most sailings during 1986. Members can save up to 20 percent if travelling with a group of 10 or more passengers and take advantage of Windjammer Fare Share program for special air rates between major U.S. cities and the Bahamas, Antigua, St. Thomas and St. Martin. A new group manual will be available soon. Call (800) 327-2090.

The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim S. Donau—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 463-8609.

Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

September 25–27, 1986. NESRA Region III Conference and Exhibit, The Drake Oakbrook, Oakbrook, Illinois. Contact Jesse Guerra—(312) 840-4305, or Patt Cheney—(312) 337-1244.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio. Contact Ken Evans—(216) 622-8257.

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NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes,* a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.

NESRA

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



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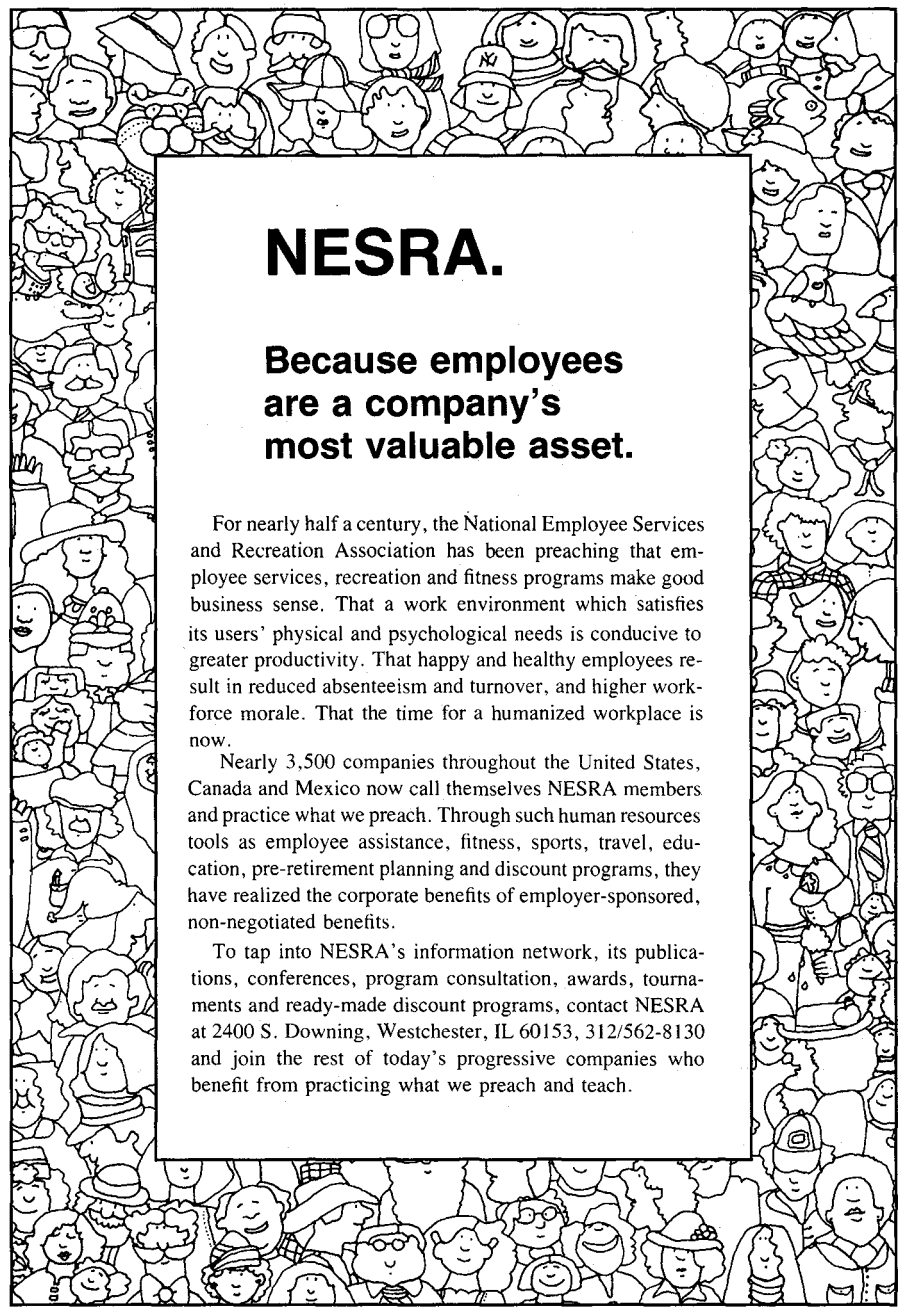
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Because employees are a company's most valuable asset.

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

SEE YOU NEXT YEAR at the NESRA Conference and Exhibit

Hyatt Regency
Minneapolis, Minnesota
May 13–17, 1987

EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 7

In this issue . . .

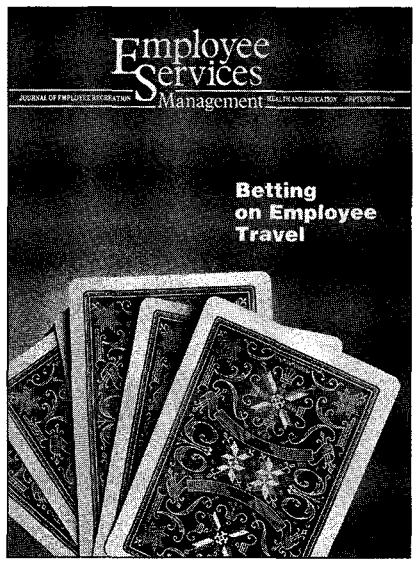
The requisite features are a gaming destination such as Las Vegas or Atlantic City, transportation by bus or plane, a couple of nights' lodging, and an assortment of extras that can include a show, buffet, casino coupon booklet, recreation or refreshments.

To find out why gambling destination packages enjoy a great deal of popularity, turn to this month's cover story, "Betting on Employee Travel."

Another travel destination is highlighted in "Minneapolis-St. Paul Delight First-Time Visitors and Seasoned Travel Pros."

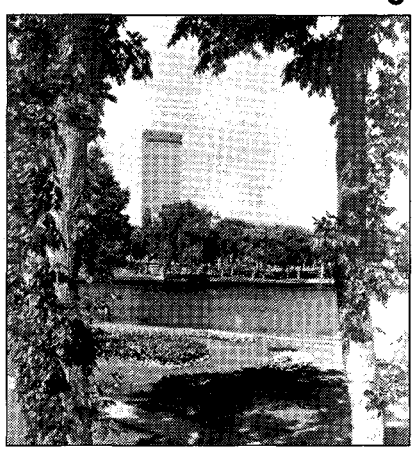
The site of NESRA's 46th Annual Conference and Exhibit in 1987, the Minneapolis-St. Paul area holds many pleasant surprises for visitors. Arthur Frommer, renowned travel guide author, recently said, "The Twin Cities now have the distinction of being cultural capitals of the nation ranking second only to New York City."

As an aid to doing business, this issue's legal column, "Avoiding Contract Problems," offers some practical tips on making contracts defensively.

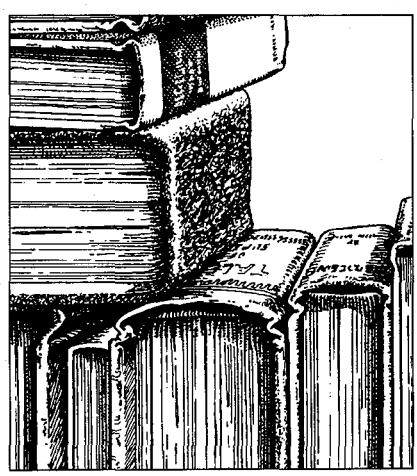


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September 1986

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

Americans Feel Fit Despite Little Exercise

Eighty percent of a national cross-section of American adults say that they are "somewhat" or "very" satisfied with their physical condition, a University of Michigan study indicates.

Three quarters of the men and 65 percent of the women perceive themselves to be more physically active than others their age. Most of these also thought they got as much exercise as necessary.

These statistics concern assistant professor of physical education Christine L. Brooks, who conducted the study. "The vast majority of these individuals never did any form of physical activity that would even begin to challenge their cardiovascular system."

Brooks continued, "Ninety-nine percent never jogged; 95 percent never or rarely bicycled; 90 percent never or rarely swam; and 93 percent never did any other sport. Their most frequent activity was walking, with 20 percent claiming to take long walks often. Twenty-three percent said they engaged in an active hobby such as gardening or dancing."

Despite claims about the popularity of exercise and people's exaggerated perceptions of their own fitness, one-third of the American adult population never exercises, according to this study, and only 10 percent meet the exercise requirements believed to prevent heart disease.

Banning Smoking May Not Deter Smokers

A study by John Koziell of Merrimack College suggests that implementing a smoking ban at the worksite does not in itself deter smokers. At one company that prohibited smoking in its building, smokers averaged the same 25 cigarettes per day as smokers who worked at a company which had no such policy. At the company with a no-smoking policy, workers simply left the building when they wanted to smoke.

Fears Boost Flight Insurance Sales

Airport sales of life insurance are up due to the current increased fear of flying, reports *USA Today*. For years, such airport vending machine sales were falling off, as credit card companies and travel agents offered free flight insurance as a part of their packages. But now the trend has reversed.

Mutual of Omaha's Tele-Trip Company, which handles about 70 percent of the airport insurance market, sold roughly 30 percent more policies in May of this year than in May 1985.

"Terrorism has certainly been a factor," says Tele-Trip President Frank M. Lea.

But although sales always increase



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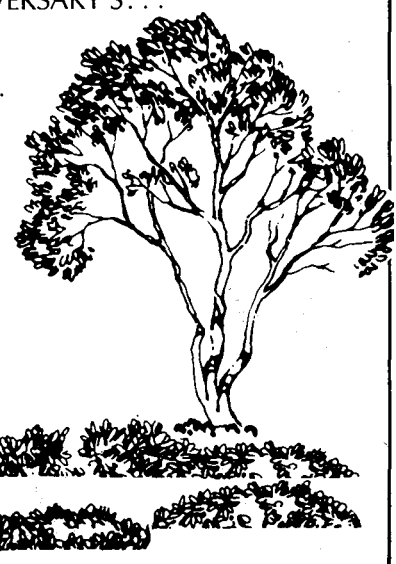
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Jennifer A. Davis
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after an air disaster, Lea says the fear element normally fades in five to seven weeks. This time, however, sales have not dropped off. Continued strong sales may be due to the high public visibility of both the terrorism and air safety issues.

Fishing Up, Hunting Down

Fishing is up, but hunting is down, according to 1985 license information released by the Interior Department's U.S. Fish and Wildlife Service. Statistics show nearly 29.7 million fishing license holders in 1985, compared to 29 million in 1984. Hunting license sales dropped to under 15.9 million from over 16 million in the previous year.

Leisure Considered a Right, Not Reward

Since 1945, a change has taken place in Americans' attitudes toward leisure. According to a study by Yankelovich, Skelly and White, Inc., reported in *USA Today,* between 1945 and 1960 people considered a two-week vacation a reward for a year's work. In the 1960s and 70s, however, a vacation came to be regarded as a right, not a reward for hard work. In the 80s, leisure is considered not only a right but a necessary stress-reliever.

Blood Pressure Screening and Absenteeism

On-the-job screening for high blood pressure does not generally cause increased absenteeism and psychosocial problems among those employees determined to be hypertensive, according to a study by researchers at the Stanford University School of Medicine.

The results of the study contradict earlier research that indicated such screening could produce major increases in illness-related absenteeism, and therefore have "critical implications" for the public health philosophy of preventive care, said Dr. Peter Rudd, principal investigator on the Stanford study.

In contrast to earlier studies, in particular a mandatory screening of male steel workers, the Stanford study showed no increase in absenteeism among those employees found to be hypertensive. However, participation in the Stanford study was voluntary, which may have been a significant contributing factor to the results obtained.

In addition, two different ways of telling an employee that he was hypertensive were employed. Rudd described one as "a traditional, perhaps arousal or fear-type message in which we said effectively that 'You have high blood pressure, it may be a silent killer, you shouldn't ignore it.'

"In contrast, we had a reassurance message in which we said, 'Well, after all, blood pressure is a biological variable with a lot of difference from mo-

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ment to moment in response to stress, and we urge you not to overinterpret a single elevation today.' ''

People who got the reassurance message had significantly lower levels of sustained anxiety than those who received the traditional medical warning.

Company Supports Sick Child Care

Transamerica Life estimated that employee absence and tardiness due to their children's illnesses were costing the company $150,000 each year, according to *Employee Benefit Plan Review*. Their concern motivated them to develop ''Supercare for Kids'' in conjunction with the California Medical Center-Los Angeles (CMCLA).

The service is geared toward children with minor illnesses and is provided by CMCLA. It is staffed by a pediatric nurse, other health care professionals and volunteers; family practice physicians within the hospital area available as needed.

Supercare has a capacity of 15 beds, with each one costing $45 a day to maintain. Transamerica employees pay $10 a day for the service on the first day for the first child, and $5 for consecutive visits.

''When one of our people has no alternative but to stay home, we lose his or her contribution for that day,'' said David Carpenter, Transamerica's chairman. ''This facility will not only help alleviate that problem, but will also help provide the employee with peace of mind knowing that the child is being properly cared for.''

Transamerica projects spending $180,000 annually to support the program.

No Time to Read? Listen Instead

What do commuters, joggers and homemakers have in common? All are potential customers for the growing audio publishing market.

Arising in response to the hectic lifestyles Americans lead today, this new industry caters to those who may not have time to settle down to read a book, but may have an hour commuting, jogging or cleaning when they are able to listen. With an estimated 156 million cassette players owned by Americans, the market for books on tape is looking rosy.

Available titles on audiotape range from Shakespearean plays to Stephen King horror stories. Generally, the work is squeezed onto one or two cassettes by presenting an interpretation, dramatization or an abridged version of the original. Costs average between $7.95 and $14.95.

According to *U.S. News & World Report*, book publisheres have begun to enter the audio business. Warner Audio Publishing, in existence just over a year and a half, offers more than 250 titles and is releasing new tapes at a rate of 60 per year. Warner's research indicates that industry sales have grown from $25 million in 1983 to $200 million this year and could triple again by 1990.

Room Rates Up 3.3%

Room rates in the U.S. will average $61 this year, predicts Laventhol and Horwath, CPAs. This would be a 3.3 percent rise over the 1985 figure of $59.07. The overall occupancy rate is expected to fall slightly to 63.9 percent from 64.4 percent last year.

11.5 Million Buy Bikes

In 1986, about 11.5 million people will buy bicycles, the most since 1974. Over 50 percent of these are touring models with multiple gears, narrow wheels, dropped handlebars and thin, hard seats.

But the all-terrain or mountain bikes are gaining popularity rapidly. Last year, more than 1 million of this type were in use, reports *U.S. News & World Report*. While designed for rough trails, the all-terrain bikes are useful for equally rough city streets.

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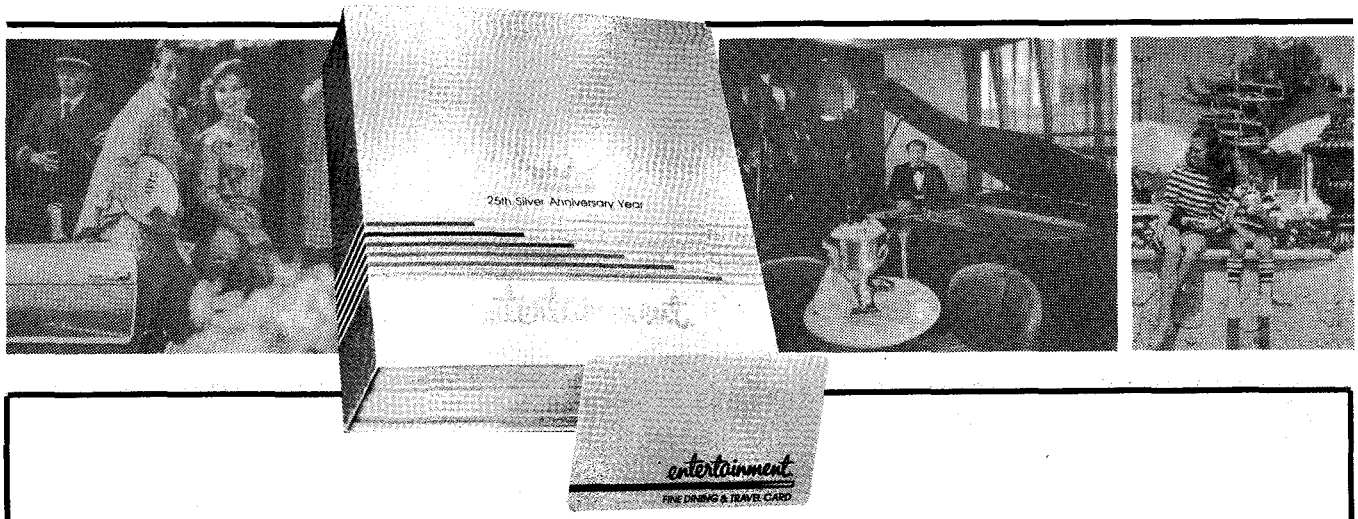
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Betting on Employee Travel

by Joan E. Price, editor

"Two nights and three days for $68.50, per person, double occupancy.

"Your transportation will be a fully equipped bus with restroom, heat/air conditioning, stereo and reclining seats. Your driver will be of the highest standards. A host or hostess will be aboard to serve you champagne, beer and soft drinks. A mini-buffet will also be served. A drawing will be held for two gifts for men and two gifts for ladies. Bingo and winner-take-all will be played for those who wish to participate."

The excerpted flyer above is an announcement of a Lockheed Employees Recreation Club trip to Las Vegas. It goes on to list the other features of the package: hotel room keys brought to guests on the bus, bell-hop service for luggage, Midnight Main Show Musical with two cocktails, and a two-hour cocktail party in the hospitality suite.

Although the dates and details will change, this is a typical example of an employee trip to a gambling site. The requisite features are a gaming destination such as Las Vegas or Atlantic City, transportation by bus or plane, a couple of nights' lodging, and an assortment of extras that can include a show, buffet, casino coupon booklet, recreation or refreshments.

The drawing appeal of these employee trips is the low cost charged for the extensive offerings of these cities. While gambling is the most obvious attraction, *Association & Society Manager* magazine points out that "it is difficult to differentiate between the drawing power of gambling itself and the corollary activities found at gambling destinations."

Superstar entertainment, for instance, has long been a trademark of Las Vegas. Atlantic City is famous for its ocean boardwalk. And Reno offers all of the recreational opportunities of Lake Tahoe.

"These trips usually sell themselves because the expense is so little to the employee," said Betty Dearing, community relations representative at Sperry Aerospace & Marine Group. "They

enjoy quick trips for little money and not using vacation time to go places."

Bob Pindroh, executive director, Lockheed Employees Recreation Club, said, "We offer this program because of requests from our people. The trips are very popular."

CONCERNS

But employee gambling trips do raise issues that some companies find troubling. The main objections are the potential for employees to extend themselves beyond their means, the possibility of adding to a compulsive gambling program, the alcohol and drug problems that could be associated with such activity, and that these trips are not family activities.

"A company-endorsed gambling trip could be used by a compulsive gambler as an excuse to attend," explained Kathy Carney, manager of Honeywell's Employee Activities Program. "In the case of an already strained domestic relationship, this could cause further harm.

"Inexperienced gamblers could be caught up in the casino atmosphere and extend themselves beyond their means. This could have a negative effect on the sponsoring company."

Carney continued, "Many of the alcohol and drug related problems seen by the employee assistance counselors are closely aligned to compulsive gambling problems."

Nationwide Insurance also chooses not to offer such programs. Sue Potter, human resources service manager at Nationwide, said this is because gambling trips are "contrary to corporate culture."

BEYOND GAMBLING

Gaming destinations, in light of these objections, have developed some safeguards and extensive alternative activities for visitors. *Association & Society Manager* reports that casinos in Las Vegas, Reno and Atlantic City have developed city-wide computer networks to control the losses of compulsive gamblers.

The magazine explained that the system tracks credit limits of high rollers "even as they move from casino to casino; when gamblers open a line of credit at one casino, they are held to that amount, no matter how many casinos are subsequently visited."

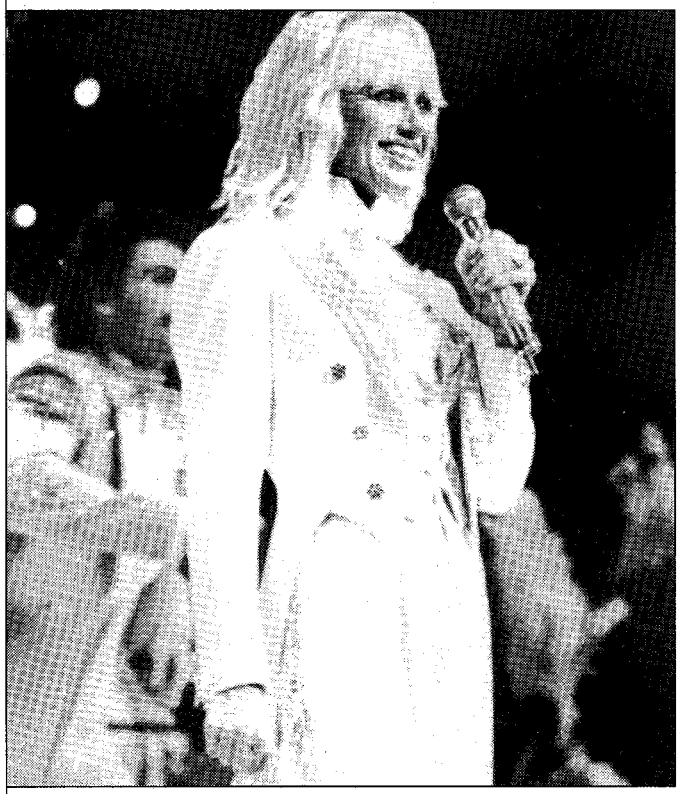
Although destinations like Las Vegas and Reno commonly are thought of as cities for adults, they are being recognized incresingly as family destinations. The reasonable hotel rates and the availability of inexpensive buffet-style dining mean these cities will fit many families' budgets.

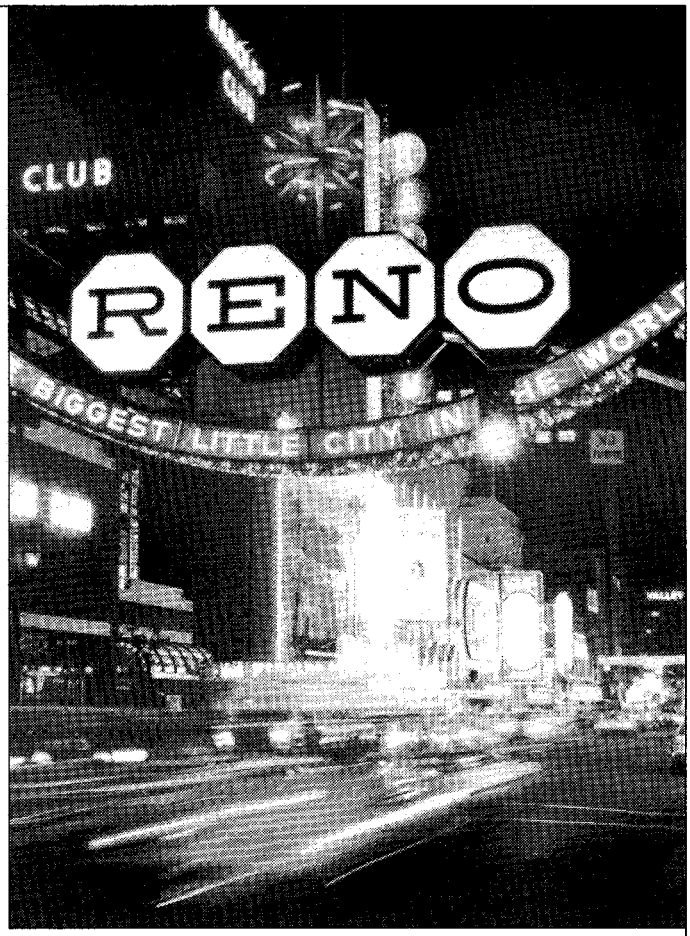
In Las Vegas, some of the production spectaculars that are normally geared for mature audiences schedule special "family editions," in which



***The famed Las Vegas Strip** offers 24-hour excitement including top name entertainment and luxury hotel-casinos. Many hotel-casinos offer free gaming lessons to inexperienced players. Literature explaining the games is also available.*

More movie stars, *like Suzanne Somers (below), appear nightly in Las Vegas than in any other city on earth. The nightlife bustles in downtown Reno (right), known as The Biggest Little City in the World.*







Extensive recreational facilities, *like this swimming/sunning area at Hacienda Resort Hotel & Casino in Las Vegas, are offered to visitors of the gambling destinations.*

costumes and other elements are adjusted to be appropriate for young spectators as well.

Even though children are not allowed in most casinos in Reno, there are some with areas designed for youngsters. The Reno Hilton and Peppermill Inn and Casino, for example, have video arcades where youngsters are the guests of honor.

The wide variety of recreational activities available provide a balance to the gambling and nightlife concentration. In Atlantic City, the Ocean One Pier boasts 170 shops and 13 restaurants, making shopping another key attraction.

The Reno/Tahoe area contains the largest concentration of ski resorts in the country and has a season that runs about six months. Snowmobiling and sledding are also prevalent in the popular winter season. For the warmer months, the City of Reno park officials have created a number of trails for running, jogging and walking. These trails were designed to show off some of the city's natural assets such as breathtaking views of the Sierra Nevada.

Lake Mead, 30 minutes from the heart of Las Vegas, offers swimming, water skiing, camping, boating and fishing. Other local attractions near Las Vegas include Hoover Dam, Red Rock Canyon and several ghost towns. Major sporting events such as the Helldorado rodeo, the Caesars Palace Grand Prix and the Las Vegas Panasonic Pro-Celebrity Golf Classic also drew visitors.

Many of the hotels in these gaming destinations offer recreational facilities on site or nearby, including swimming pools, spas, tennis courts, golf courses and racquetball courts.

PLANNING TIPS

"Hotels here will go out of their way for your people," said Maria Roberts Fleming, director of sales for Hacienda Resort Hotel & Casino in Las Vegas. "And the competition here keeps prices down."

Fleming explained that the best rates are available during low season—June, July, August and December—and midweek. When seeking the lowest possible package prices, these are the best times to schedule employee trips.

To get the most for their money, some employee services managers employ travel agencies.

"We use a travel company to set up our trips," said Pindroh of Lockheed. "A major consideration is their reputation and insurance coverage. You should request a certificate of insurance from the carrier."

Sperry's Dearing said, "Have a good travel agent to get you the most for the least amount of money, including breakfast, lunch or dinner where possible, money-back coupons at the casinos, free show tickets or souvenirs."

When planning arrangements without a travel agency, there are other considerations.

"Schedule the flight to allow maximum time at the location," suggested Troy Mauldin, activities center manager, Texins Association. "If it is a charter, who is the operator and what is their history?"

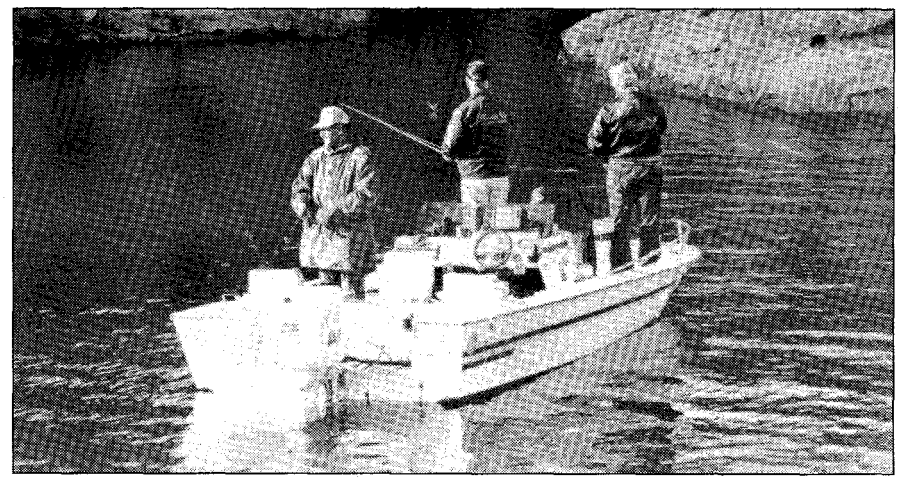
Mauldin continued, "Have a definite return time for buses from the hotel. If a heavy holiday is included, reconfirm hotels and land operator."

A GOOD BET

Several other positive aspects of offering gambling trips to employees were cited. Dearing pointed out that busing employees on gaming trips allows them to socialize with their friends on the way; on the return trip, it makes the highway much safer as everyone is tired and some may have been drinking.

In addition, Mauldin said, "They produce good income for our association." He typically runs from four to six gambling trips each year, with the New Year's trip always attracting their largest group (150–200 participants).

Another variation some companies offer is the "up and back" or "turnabout" package. This type would include a bus trip with activities en route and a gaming package with the hotel. No hotel room is included and the entire trip lasts about 24 hours.



***Lake Mead** offers Las Vegas visitors a wide range of sporting activities including fishing. It is noted for producing excellent catches of largemouth bass, striped bass, crappie, bluegill and catfish.*

Of course, these focus on gambling to a greater degree than the longer trips, but they offer a leisure activity to employees at very low cost.

For the employee services manager, employee gambling trips are a fairly easy program to run. Mauldin said he very seldom receives any complaints from travelers to these destinations.

Dearing added, "The more things you can offer your employees, the better. This happens to be a function that requires very little work from the organization putting it on."

Gaming destinations do have an allure for many people. With the primary purpose of casino gambling in mind, that of entertainment, employee gambling trips can be a low-cost addition to a company's travel program.

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WAR STORIES

From Employee Services Managers Across the Country

Everyone has a favorite "war story" from his professional career . . . a tale of horror about the first time you tried that program . . . vivid memories of an event you'd rather forget. The employee services and recreation professionals below good-naturedly shared a few of their own.

Ron Ribaric, CESRA
Recreation Administrator
Martin Marietta Orlando Aerospace
Orlando, Florida

A spring evening with beautiful weather started the week of softball games. The teams warmed up and started the game. The third batter hit a ball to the left field fence. The left fielder ran towards the fence, stopped 10 feet short, turned and ran off the field clearing a four-foot fence.

Upon investigation, it was found to be a problem of *two* left fielders—the person that left and a six-foot alligator!

Shortly thereafter, the umpire canceled the game deciding to allow Mr. Gator to have the field to himself. The game was rescheduled without further incident.

Pat Yandell, CESRA
Human Resources Representative II
Northern Telecom
Richardson, Texas

At our annual holiday reception/dance for employees/spouses/guests, held at an elegant hotel with everyone dressing up for the occasion, our band was a *no show!* The agency we had contracted the band failed to notify the group and they accepted another engagement for the same night.

The hotel came to our rescue and assembled a make-shift group of musicians who happened to be playing for shorter functions that evening in the hotel. I had heart failure over it, but fortunately, very few others ever knew there was a problem.

We did seek legal resolution of the breach of contract fulfillment by the agency.

Tamra Torres, CESRA
Manager, Lewisville Texins Asson.
Texas Instruments
Lewisville, Texas

It was my first attempt at an Easter egg hunt, and I was determined that all of the children in attendance were going to walk away with baskets overflowing with eggs. I had advertised that you had to "sign your children up to attend," but obviously had not stressed that enough.

By the day of the hunt, 80 children had signed up—over 200 showed up! Luckily, I had planned to overflow the baskets so every child did find eggs. However, I had hidden toys and was giving out balloons which did not cover all in attendance.

To top off the day, I had parked my car alongside the "hunt" area to unload the 50 lb. boxes of eggs for hiding. While hiding the eggs, my company's security department placed a parking ticket on my car for parking in a no parking zone.

Many of the parents and children were around when this happened and harassed the poor security guard to death . . . no one gives the Easter Bunny a ticket!

Ron Jones, CESRA
Executive Vice President, CAC
Oneida Silversmiths
Sherrill, New York

Several years ago, we ran a food special to attract employees and their families to the company's Family Weekend. We sold $1.50 tickets for a chicken barbecue. Sounds like a perfect event to get participation, right?

To cut corners, we decided not to provide cover (tents) for the cooking and serving areas . . . you're right, it rained!

We had 1,400 drenched chickens and people. The lesson: plan for the worst thing. In this case, rain.

Lisa McCombs
Employee/Community Relations Administrator
Avon Products, Inc.
Newark, Delaware

Each year, a very special dinner for our employees with 25 or more years of service is held at a local country club. This is a very formal, elegant affair complete with limousines, chauffeurs and champagne.

In past years, the director of our facility was master of ceremonies, but we now have a vice president to whom the director reports. I asked the new vice president to be the m.c. at the function, but he preferred to follow the

War Stories . . .

tradition of having the director have the honor.

I made the mistake of *assuming* (since he would not be serving as the master of ceremonies) the vice president would not be attending the dinner.

On the night of the dinner, after having personnally checked the elaborate arrangements and the exact place settings at the tables, my role was finished and I left for the evening. The vice president (whom I did not anticipate attending) showed up for the event!

Fortunately (for me), one of the invited guests had to cancel at the last minute which left one place setting available. After I found out about the "unexpected guest" and the predicament, I wrote a personal thank you to the guest who had to cancel. Her unexpected absence saved me!

Randy Schools, CESRA
General Manager
National Institutes of Health
Bethesda, Maryland

In 1976, we had made arrangements for an overnight camping and rafting trip to nearby West Virginia. We had approximately 50 participants who were eagerly awaiting a fun day on the river.

Two days before the event, local news began announcing reports of a hurricane that would be hitting shore cities along the Maryland and Virginia coasts. It was also mentioned that the storm was not a threat to inland cities.

Well, the storm blew off course, and at approximately 12 midnight, trees began falling around us, tents were pulled up, and people went to safe areas. The next day was a disaster also—the river overflowed its banks and park rangers sent everyone home.

In 1978, we planned a long weekend trip to the Bahamas. Everyone arrived at the airport on time. The man who drove the cart to take the luggage to the plane lost control, placing a large dent and a small hole in the plane!

It was declared unsafe, and the group had to wait seven hours for a replacement. Meanwhile, they were given free drinks. To say the least, the group took off "high" in the skies.

Bob Pindroh, CESRA
Executive Director
Lockheed Employees Recreation Club
Burbank, California

Early in my career I scheduled a company picnic at a private park 50 miles from our company's headquarters. The event was set for a Sunday.

That Sunday morning it was raining cats and dogs at the headquarters location and the surrounding area. At the park, however, it was overcast but not raining. I was faced with the decision to allow the picnic to go on as scheduled—possibly in pouring rain—or cancel it. The decision had to be made before 8:30 a.m. because we had buses scheduled to bring employees who did not want to drive.

I elected to cancel the picnic. To my embarrassment, a half-hour after my decision the skies cleared up, the weather got warmer—in short, it was a perfect day for a picnic. I had already called our offices and canceled the buses.

As I was leaving the park to return home there were over 200 employees lined up in their cars waiting to enter. For the next week, my telephone rang off the hook with irate employees wanting to know why I canceled the picnic on such a beautiful day.

Carol Ritchie
Manager, Personnel Services
Campbell Soup Company
Camden, New Jersey

No war stories yet, thank goodness!

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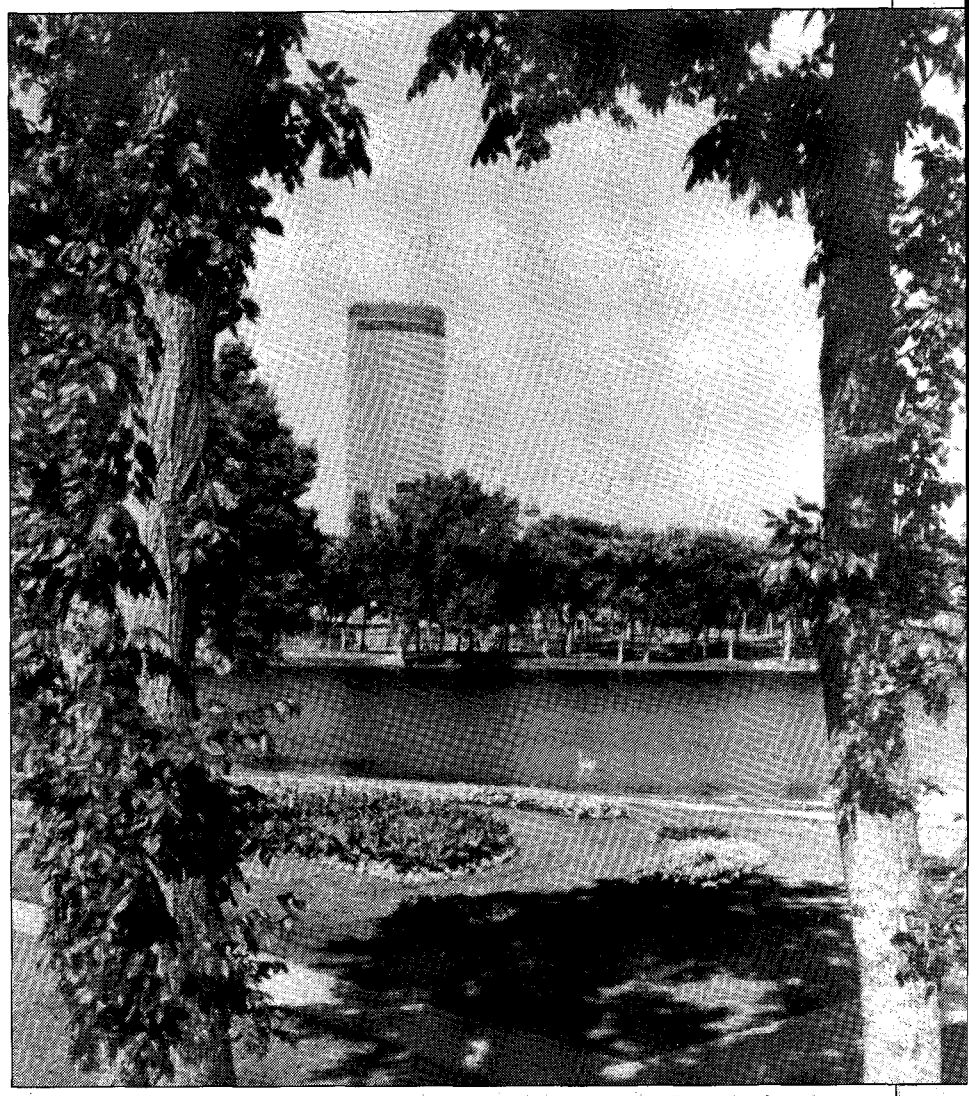
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Minneapolis-St. Paul Delight First-Time Visitors and Seasoned Travelers

By Lynn Casey



***Loring Park and Lake** is one of 154 parks and 22 lakes in "The City of Lakes." Just a short stroll from downtown Minneapolis, it provides a relaxing atmosphere for downtown residents, workers and visitors.*

To many of us, Minneapolis conjures up memories of Mary Tyler Moore walking a fast clip around one of the city lakes before her weekly adventure at WJM. To others, it's the Vikings playing football in the snow while we watch from our living rooms.

Mary Tyler Moore no longer lives here, and the Vikings now play in the climate-controlled comfort of a domed stadium. One thing hasn't changed, however. Minneapolis is still a great place to visit—particularly in May, when spring brings blossoms to tree-lined Nicollet Mall, strolling musicians to the city's sidewalk cafes, and hundreds of cyclists and joggers to its lakeside trails.

THE ARTS FLOURISH

Although Minneapolis' city lakes and water sports are legend, its nationally acclaimed support of the arts takes most first-time visitors by surprise. One of those recent visitors was Arthur Frommer, author of some of the best-read travel guides in the world. He recently named Minneapolis and its sister city, St. Paul, one of the top 10 vacation destinations for 1986 in his new Top Spots brochure, saying: "The Twin Cities now have the distinction of being cultural capitals of the nation ranking second only to New York City."

Minneapolis boasts more than 90 repertory and dinner theatres (yes, nearly as many as the Big Apple), 140 art galleries, 21 music companies, 15 museums and nine dance companies. Not far from the heart of downtown are the world-renowned Guthrie Theater and the Children's Theatre Company, the largest professional children's theater in the country. Both theaters share space with major art museums.

The Walker Art Center, with its prestigious collection of 20th century works, is adjacent to the Guthrie Theater. At the other end of the visual arts spectrum is the Minneapolis Institute of Art (adjacent to the Children's Theatre), whose collection of 65,000 priceless objects includes Rembrandts, Van Goghs, and Paul Revere's Templeman Tea Service.

The Chanhassen Dinner Theatre, a 30-minute drive from downtown, is



***For major league sports,** the Metrodome can seat 60,000 spectators.*

considered one of the best dinner and theater combinations in the country. Visitors can choose from four plays and musicals at any one time at this popular spot.

The Twin Cities are blessed with two world-classic music organizations. The Minnesota Orchestra plays in the acoustically perfect Orchestra Hall, two blocks from the Hyatt Regency. St. Paul boasts the only full-time chamber orchestra in the country, which performs in the new Ordway Music Theatre.

Among the many museums worth noting, the Minnesota Science Museum is most popular with both residents and visitors. Located in St. Paul, it houses one of only a handful of Omnimax-format theaters in the world.

SHOPPING AND DINING

Downtown's Nicollet Mall, the longest automobile-free street in the country, winds through the heart of downtown and continues to delight visitors. Fourteen blocks are flanked by high-fashion specialty shops and major department stores, sidewalk cafes, formal dining rooms, and one of the best popcorn stands around. In the middle of the Mall stands City Center, three tiers of specialty shops and a food court designed to please any ethnic palate. At the end of the Mall, the Hyatt Regency Hotel (NESRA 1987 Conference headquarters) houses one-of-a-kind shops and one of the best Italian restaurants in the city.

Twin Citians love to eat, especially if they can do so with a view of the Mississippi River which divides Minneapolis and St. Paul. On the Minneapolis side, 10 blocks of riverfront have been given a facelift and are now one of the area's most popular attractions. The shopping at Riverplace and St. Anthony Main, two restored entertainment complexes along the river, is a memorable experience but the food is even more unforgettable. Bring a healthy appetite and an open mind—the variety is endless.

ENTERTAINMENT OPTIONS —THE LIST GOES ON

Recreation is something Minneapolitans take very seriously. For major league sports lovers, there is action all year round. The Minnesota Twins now play in the 60,000-seat Metrodome, a short walk from Nicollet Mall. On a less competitive note, residents and visitors enjoy a huge expanse of city park land—153 parks in all, linked by a 45-mile system of paved jogging, cycling and roller-skating paths.

From April to November, thousands of visitors travel 20 miles south of Minneapolis to visit America's newest horse racing track, Canterbury Downs. Some come just to see the grounds and experience a family-oriented atmosphere that is unlike any other track in the world. Not far from Canterbury Downs is Valleyfair Amusement Park, filled with rides and games for the entire family; the Minnesota Zoo, where most of the 1,700 animal species reside outside

in naturally landscaped exhibits, and Murphy's Landing, a faithful recreation of the architecture, landscape, tools, furniture and clothing of 19th century Minnesota.

After dark, the city lights shine. Juke Box Saturday Night, just off Nicollet Mall, draws a fun-loving crowd with its back-to-the-'60s music and decor. Yvette, in the Riverplace complex, boasts dueling grand pianos in its popular nightclub. Hotel lounges and small clubs play jazz nightly. Calhouns, on Lake Calhoun not far from downtown, and Ruperts, a few minutes' drive from the city, accommodate a fun-loving crowd of all ages.

The "hottest" area for the young (and young-at-heart) is located a mile from downtown in Minneapolis' Uptown area. The excitement begins in the late afternoon and builds until the early morning with music from rock to jazz to blues, restaurants that cater to "Yuppies" as well as "New Wavers," and shops that— like their downtown counterparts—stay open late.

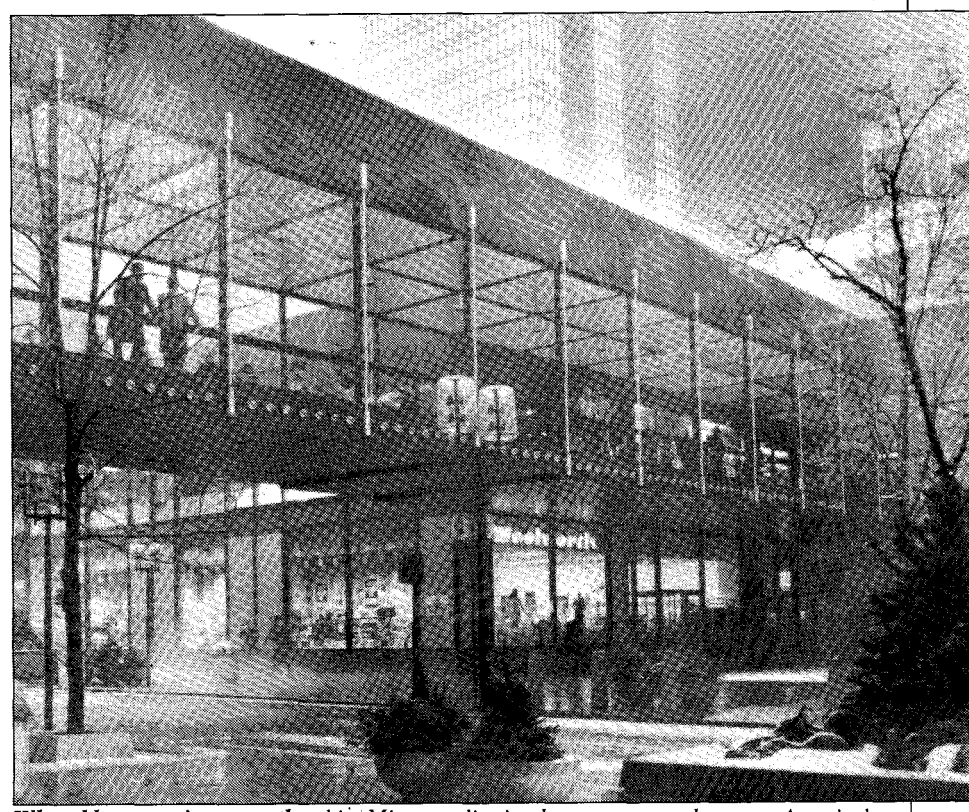
After a day full of meetings and a night full of excitement, a workout may be in order. Minneapolis has caught the fitness craze in a big way, with several exercise clubs in the downtown area open well before and after work hours. One of the city's finest athletic clubs is located in the Hyatt Regency and open to hotel guests.

Whether you are a first-time or seasoned visitor to Minneapolis, you'll find the quality of arts, entertainment, shopping and restaurants hard to beat; and the variety exceeded only by the friendliness of the people you'll meet.

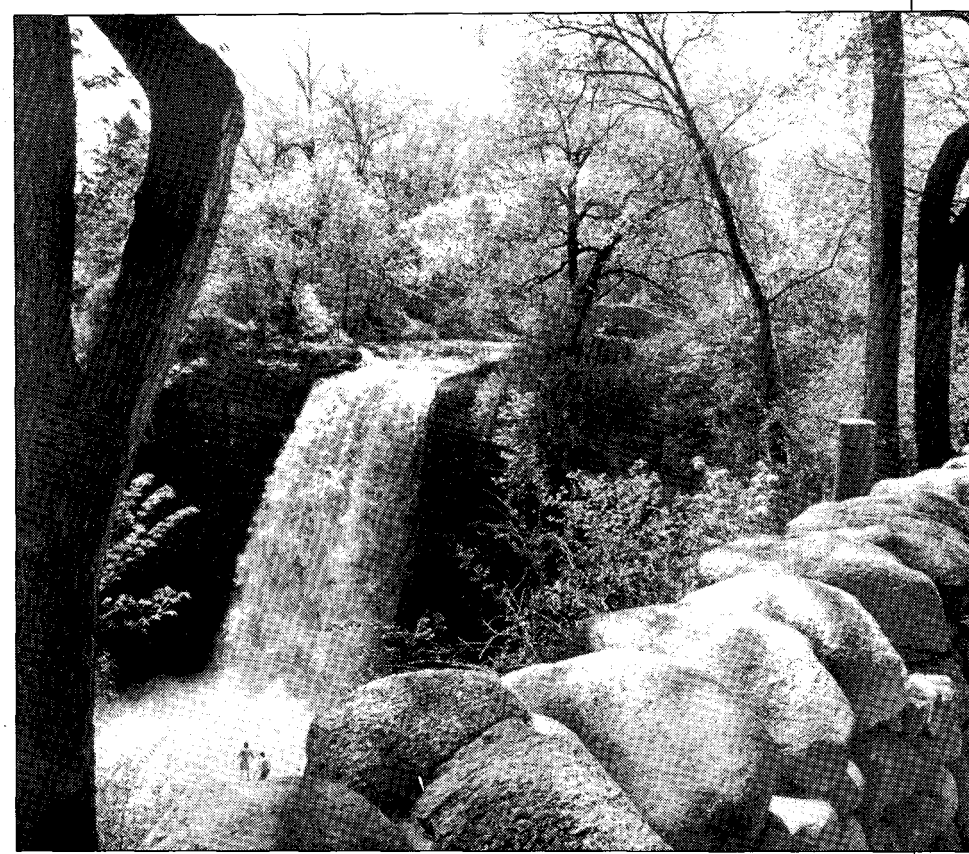
FOR MORE INFORMATION

For more information on the Minneapolis area call or write Barb Scholle, Director of Tourism, Minneapolis Convention and Visitor Commission, 15 South Fifth Street, Minneapolis, MN 55402, (612) 348-4313.

Lynn Casey is an account supervisor with Minneapolis-based Brum & Anderson Public Relations, and writes for the travel industry.



***When blustery winter weather** hits Minneapolis, its downtown area becomes America's largest "indoor city." Workers and shoppers use the expanding skyway system to travel through 13 downtown blocks of office buildings, shops and department stores.*



***The majestic Minnehaha Falls** is unique because it is located within city limits surrounded by urban residential area.*

NESRA

National Employees Services and Recreation Association

2400 South Downing Avenue ▫ Westchester ▫ Illinois 60153 ▫ (312) 562-8130

September 1, 1986

Dear Reader:

As president of the National Employee Services and Recreation Association, I have an important message to share with each and every one of you.

NESRA, you see, is one of the national organizations supporting Project Literacy U.S. (PLUS). And this very special project to fight adult illiteracy needs your help.

There are 23 million Americans that are functionally illiterate, having skills at a fourth grade level or below. Because of this alarming figure, ABC and PBS joined forces to create PLUS. Their goal: to help establish a network of outreach programs in communities across the country and spread awareness of the illiteracy crisis.

September is Adult Literacy Awareness Month. You can increase your own knowledge of the problem by watching "At a Loss for Words: Illiterate in America" on ABC, September 3 at 10 p.m. (EST), and the PBS documentary on community action on September 17 at 8 p.m. (EST).

Beyond that, I encourage you and your employees to get involved in your community--join a task force or become a volunteer tutor and give the gift of reading.

We, as an association, have chosen to support Project Literacy U.S. because it is taking the first steps to combat this human tragedy. Please join us in this courageous fight against adult illiteracy.

Sincerely,

Ronald C. Jones

Ronald C. Jones, CESRA
President



ADULT ILLITERACY:

A SOLVABLE SOCIAL PROBLEM

by John Rosica

As we all become more and more aware of the immense adult illiteracy problem in the United States and the additional millions of under-educated Americans, people ask, "How can we help?" There are a number of ways you can help solve the problem of the more than 27 million functional illiterates and the additional 35 million without high school diplomas in need of additional training.

If a person cannot read or is under-educated, there are numerous agencies and organizations throughout the nation that give basic educational help. These groups vary from conventional adult schools to volunteer tutors in unique settings and television training tapes.

Adult evening schools which teach basic reading and math are located in nearly every community in every state. These community-based education centers are most famous for their frivolous cooking classes and trips to the Amish countryside, but really serve well over one million people in need of basic education. Statistics show that 2 percent of those 60 to 70 million people mentioned earlier go to adult schools for their training. Two percent doesn't sound like a lot, but it does add up to nearly a million and a half people.

Many in the field feel that the reason adult schools only serve 2 percent of the problem populations is because those individuals in need of basic skills did not learn well in typical educational settings. Adult schools are doing much to overcome this obstacle, including smaller classroom sizes and partnerships with the volunteer sector.

The volunteer sector is the area that is in most need of volunteer tutors and volunteer program administrators. Currently, the two major volunteer literacy organizations are Literacy Volunteers of America, Inc., and Laubach Literacy Action. These two groups are growing at a very accelerated rate but still serve less than 100,000 people. Even though their reach is small, each person being served by a caring volunteer is given much support and knowledge in these one-on-one and small group situations. Even though their numbers are small now, the volunteer tutors are considered to be very effective. It is especially so due to the non-traditional setting and individualized teaching method.

Some volunteer tutors say they feel that they get more or at least as much from the twice weekly sessions with their students as the students themselves receive. A New Jersey woman felt her life had ended when she retired a few years ago.

"I had nothing to live for since the challenges of my job produced many happy, productive days for me," she said at a Literacy Volunteers of America student/tutor recognition night recently. "Finding Literacy Volunteers and being matched with a student changed my life. How can I ever thank you?"

Tutors' ages average in the mid-30s and women seem to tutor more than men. Any high school graduate can easily learn the art of teaching reading and share their experience and knowledge after 15 hours of training. Tutors actually get to see the very spirit of their students change. Self-esteem and confidence are developed for the first time in many, as students write their first checks, read their first bedtime story to a child or fill out that drivers license application and pass the written examination.

Cuba matched tutors and students in their literacy campaign in the 60s and 70s and, as a result, the illiteracy rate in that Communist country is less than 5 percent. (Although volunteer wasn't

the word they used in Cuba, since the government mandated that each reader was to teach a non-reader.)

The job is massive and one-on-one and small groups appear to be small ways of dealing with big numbers. That is why television has been and continues to be a growing, significant force in the field.

Programs teaching intermediate and General Educational Development (GED) preparation have been produced by educational television stations. In particular, the Kentucky Network has produced two series aimed at new readers and those seeking to attain their high school diploma. "Another Page" is for those who have completed grade five level and "GED on TV" is designed to prepare the more than 70 million dropouts for their high school equivalency certificates.

The great thing about television is that it can be used in many settings and for various learning levels. Television can be used in the work place, in libraries, at home or in a school setting.

In the work place, scores of corporations have basic skill programs for employees. Some companies use volunteer trainers before and after working hours. Others develop training programs with professional teachers on the job.

So it behooves all of us to think about the problems of illiteracy and the under-educated, and reach out to one of the programs or concepts described here. The National Literacy Coalition has arranged for an 800 number to supply interested people with local literacy information. This data bank, located in Lincoln, Nebraska, has thousands of agencies and groups with which you can get involved. Call Contact Literacy at (800) 228-8813 and tell them you want to help.

The rewards are wonderful and fulfilling. One exceptional student learned to read and write with a volunteer tutor as her teacher. She wrote a poem to express her gratitude to her tutor.

You have opened a new life for me,
you're making all my dreams come true.
You have shared your time and your love
to people you had no knowledge of.
You have put light into the darkest rooms,
you have sowed seeds to make our flowers bloom.
You have given some of us peace of mind,
you have given me a light that really shines.
I just want to thank you Literacy Volunteers
for being on our side.

The Kentucky Network's new "GED on TV" series is a series of 43 half-hour videos that teach and enrich students and prepare them for their state high school equivalency tests. For more information about GED on TV, write: GED on TV, P.O. Box 1673, Paramus, NJ 07652-1673.

This space contributed as a public service.

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CLARIFICATION

"How to Gain Management Support for Your Program" (July 1986 *ESM*) was submitted with omission of proper credit to Kathleen A. Carney, CESRA and Manager, Employee Activities Program, at Honeywell Information Systems in Waltham, Massachusetts, is NESRA's Region I Director.

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT, Keynotes,* a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.

NESRA

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

AVOIDING CONTRACT PROBLEMS

by John J. Murphy, Jr.

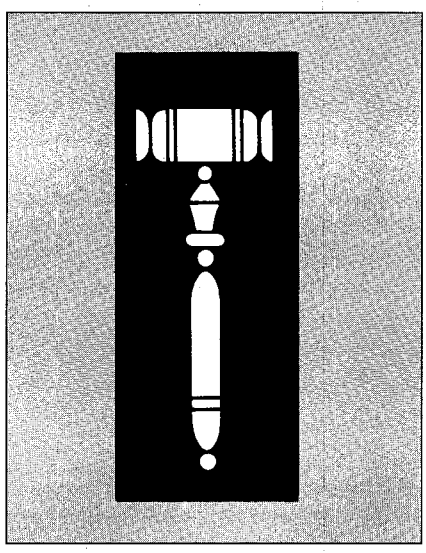
Employers enter into a wide variety of contracts in the field of employee benefits. Company A orders exercise equipment for its corporate fitness center. Company B employs a catering service, leases buses and hires a band for the company picnic. Company C orders company logo items to be offered as premiums in an employee contest.

Luckily, the vast majority of such contracts are performed on time and to the satisfaction of the parties. Parties entering into a contract can reasonably expect performance, rather than a breach of contract lawsuit, to be the result of their agreement.

Similarly, when someone drives an automobile, he or she does not expect to become involved in an accident. Nevertheless, we are all familiar with the wisdom of the admonition to drive defensively at all times. The prudent purchaser of goods or services can avoid many a headache by approaching contracts with the same attitude: make contracts defensively.

Naturally, this brief article cannot provide a primer on contract law in all its lawyerly complexity. Furthermore, since each of the 50 states has its own contract laws, either by statute or by an accumulation of judicial decisions, it is impossible to give definitive answers of universal applicability to specific problems. (In the area of sales of goods, however, the law is more standardized, since all of the states have adopted the Uniform Commercial Code with some local variations). But certain principles remain constant and can form the basis for some preventive tips.

The first suggestion is deceptively simple. Never sign an order blank or other agreement without fully understanding all its terms. The written terms



may limit the vendor's liability or the type of relief available if the contract is breached. The time to discover that or to consult an attorney is before you have agreed to the contract—when you can still go to another vendor or perhaps negotiate better terms—rather than after the deal is made and a snag has developed.

In "A Night At the Opera," when Groucho Marx presented an elaborate contract to Chico with the assurance "You don't have to read that; it's a duplicate," that was comedy. Explaining to your boss why the fine print on a contract prevents your company from recovering all its damages after a vendor's breach can be an avoidable tragedy.

If you are relying upon a salesperson's representations concerning quality, delivery date, refund policy, service calls, etc., it is important to get those assurances in the written contract. The law presumes that if a promise is important enough that the parties are relying on it in striking their deal, then they will include it in their written agreement.

This "parol evidence rule" means that if the parties have reduced their agreement to writing, a court will not allow a party to try to contradict any of its terms with evidence of a prior agreement or a contemporaneous oral agreement. If the salesman says he'll deliver the purchased goods in 30 days but the written contract says the vendor may deliver within 90 days, the purchaser will not be able to enforce the oral promise in the face of the written term.

If the purchaser will suffer extraordinary damages if the contract is not performed as agreed, it is important to inform the other party of that beforehand, so he will know what is at stake when he makes the agreement. Otherwise, the disappointed purchaser will not be able to recover such "consequential damages." (Many contracts contain a limitation of liability term ruling out such damages in any event.)

Similarly, if some goods are being purchased for a special use, it is a good idea to inform the vendor of the intended use if you are relying on the vendor's superior skill or judgment in the selection of the proper goods. This can create an implied warranty in the purchaser's favor.

For example, suppose A purchases shirts from B and explains that they are to be used for the company water polo team. The shirts prove to be fine, except that the colors run when exposed to chlorine. B has breached the implied warranty of fitness for a particular purpose, but only if A told him about that purpose beforehand.

Any sale of goods by a merchant carries with it an implied warranty of merchantability, that is, that the goods

are fit for their ordinary purpose. Note, though, that express and implied warranties can be limited (as can the remedies available for their breach) by the written terms of the sales agreement.

For example, Company X purchases a van for its ridesharing program. Upon delivery, the van proves defective. The company may wish to cancel the deal and sue for the increased cost of obtaining a replacement vehicle from another manufacturer, but the limited warranty in the contract may limit its remedy to repair by the seller. Again, the contract terms will generally control.

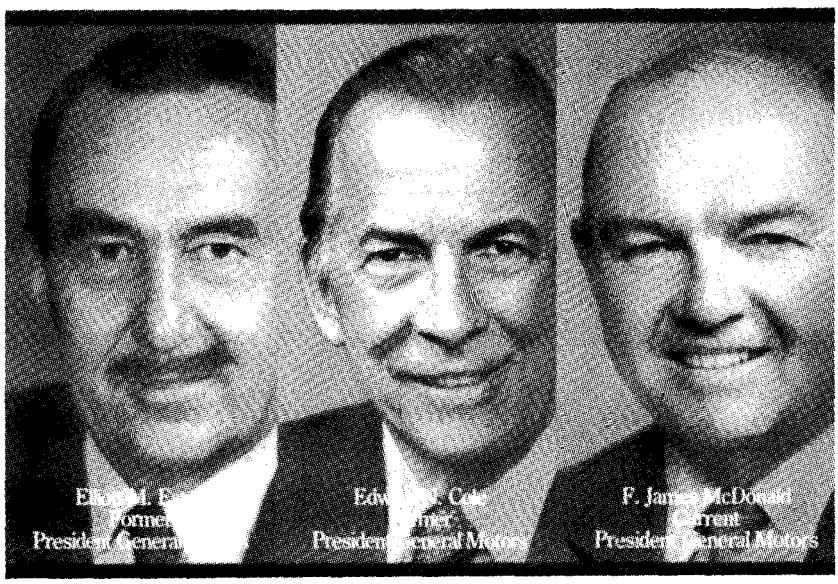
A Hollywood mogul once reportedly exclaimed that "oral contracts ain't worth the paper they're printed on!" Such is not the case in the real world, however. An oral contract is perfectly good, with a few important exceptions. The law deems certain kinds of promises to be so solemn that they will not be enforceable unless they are in writing. The Statute of Frauds requires that contracts for the sale of land or for the transfer of an interest in land and any contract that is not to be performed within one year must be in writing or they will not be enforceable. (A few other classes of contracts, like suretyship agreements and contracts in consideration of marriage are also covered by this Statute.)

A two-year employment contract, or a contract to supply company-logo articles for 18 months, for example, cannot be performed in a year; it therefore must be in writing to be enforceable. Note one tricky angle: If A makes a contract on June 1 to work for one year, starting June 15, he cannot perform it by one year from June 1. Therefore, the agreement would have to be in writing to be enforceable.

This article has signposted a few of the common pitfalls in the making of contracts. Contract defensively and such problems can be avoided or minimized.

John J. Murphy, Jr., is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.

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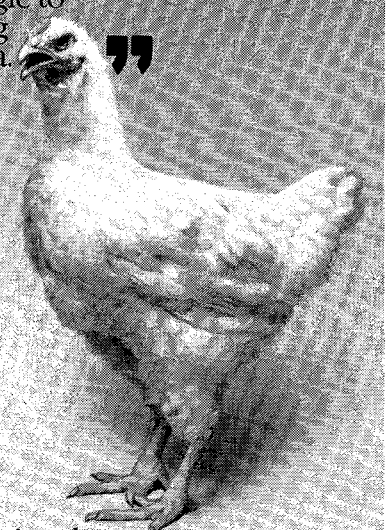
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11. I forgot to eat this morning.
12. I'm allergic to flowering magnolia."



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"I'M A WALKER"

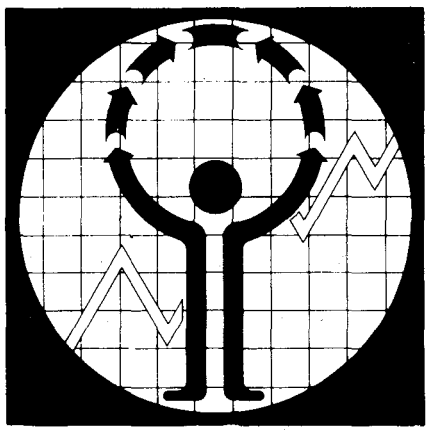
by Rebecca S. Gregory, CESRA

One of the most popular programs our company has sponsored in the last few years is our "I'm a Walker" Program. It was simple to coordinate and economical to maintain.

Most people are aware that walking is a very good way to exercise. Many of our people were walking during lunch hours. Several asked how far different routes around our complex were so they could keep track of mileage for their own benefit. We simply formalized individuals' walking programs by designating some routes, providing a means for keeping track of daily distances and offering some incentive prizes.

Our program ran from October 1, 1985, through May 30, 1986. I find it useful to operate a program for a specified period of time. That way a successful program can be successfully evaluated and you are not "stuck" with a program you don't want to continue.

I mapped out six routes of varying lengths, five outside on our parking lots and one inside. I work in a very large



complex so I was able to easily lay out a half-mile route along main hallways. The routes were circular, so employees could start at any location on the trail. They needed only to decide what length of trail they wanted or how many times around one.

I printed log sheets for employees to record their mileage. The logs and maps of the routes were available at our employee store. All employees were eligible to participate. They were required only to register for the program in our store.

To encourage our people to participate we offered incentive prizes for various distances achieved. We gave "I'm a Walker" buttons for 35 miles, shoestrings for 75 miles, T-shirts for 150 miles, and long sleeve T-shirts for 300 miles. Each time they reached one of these distances they checked in at our store to receive their prize and have their log sheet verified.

In all, 190 registered for the program. Sixteen walked 300 miles, 16 finished 150, 18 walked 75, and 33 finished 35.

I was pleased to see that the majority of our participants were women from our factory. Fifty-two percent of the ones who participated were factory workers, 15 percent were clerical and technical, and 8 percent were classified as professionals. Seventy-six percent were women and 12 percent were men.

As our program drew to a close, walkers could be seen coming in early to walk and again during breaks and lunch hours. We did not allow them to record mileage walked on off-site locations. Many of our participants walked as much as four miles a day on our half-mile indoor route.

All in all we were pleased with response to the program. However, I have suggestions for anyone interested in starting a walking program.

We had some problems with our indoor trail. We used major hallways that did not pass directly by anyone's desk; however, traffic became a problem. Our participants were so enthusiastic about their walking that they did not get out of the path of our small motorized vehicles that also use the hallways. Occasionally, participants nearly ran over

"I mapped out six routes of varying lengths, five outside on our parking lots and one inside."

"Many of our participants walked as much as four miles a day on our half-mile indoor route."

other people as they walked and talked. We frequently had to prevent them from walking more than two abreast.

Please discuss proposed indoor waling routes with your safety officer and talk to departments along the route to enlist their cooperation. If you have many people sign up for the program, their walking can be disruptive. You may choose to limit the times people can walk. Our large employee population takes breaks and lunch periods at different times. Consequently it was impossible for them to walk when no one else was working.

> **To encourage our people to participate we offered incentive prizes for various distances achieved.**

Although we funded the program, I think you could make it self-sustaining. I suggest that you charge a two or three dollar registration fee. At the time the walkers register, they could be given an "I'm a Walker" button. The registration fee would also cover the cost of your incentive prizes.

I suggest that instead of 35, 75, 150 and 300 mile goals, have your people walk to various geographical locations.

The success of our program can be attributed to four things:

1. Popular activity.
2. Simplicity.
3. Low cost.
4. Recognition for accomplishment.

> **As our program drew to a close, walkers could be seen coming in early and again during breaks and lunch hours.**

Good luck with your walking program. I'm sure your employees will enjoy it.

Rebecca S. Gregory, CESRA and Administrator of Employee Services at Rockwell International in Cedar Rapids, Iowa, is NESRA's Vice President of Membership Development.

NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

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CPR Coach Aids in Emergencies

Help is coming for health spas, athletic clubs and other sports and recreational organizations wanting to improve their ability to respond effectively when someone is having a heart attack, choking or suffering from some other life-threatening emergency.

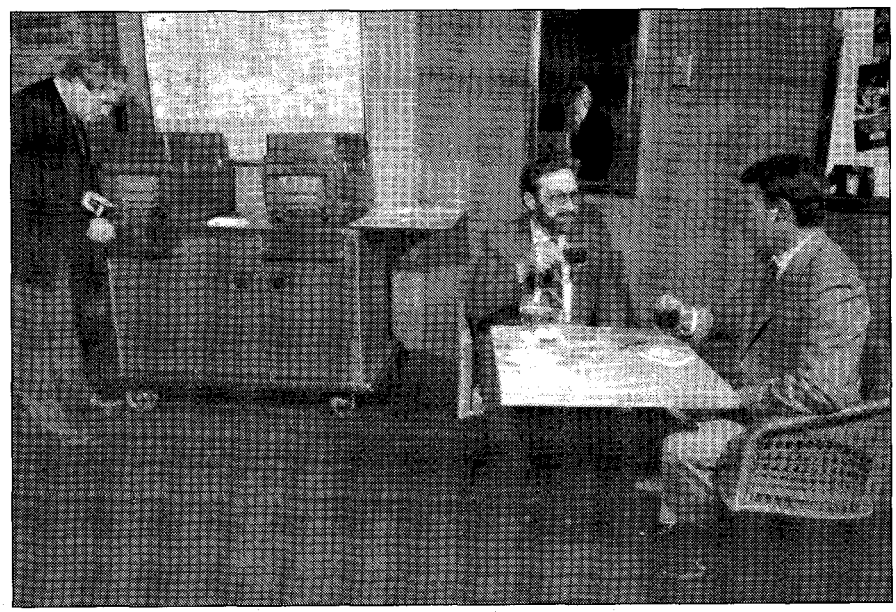
The recently invented CPR Coach voice prompter, introduced by Auralogic, Inc., offers the physical fitness industry a simple, consistent, low-cost way to help learn and quickly review the newest procedures for cardiopulmonary resuscitation (CPR).

In an actual emergency, the small, battery-powered unit also can be used to help CPR-trained but relatively inexperienced bystanders remember all of the procedures they practiced in class.

"More than 50-million people have taken CPR training in the past 10 years, but most of them are not trained professional emergency medical technicians. They rarely, if ever, have to use their CPR skills, so it is difficult for them to remember all the sequences and procedures they might need to administer CPR under pressure, and now there are a number of important new procedures they have to learn," said Auralogic president Louis T. Burke, Jr.

"The CPR Coach voice prompter, using its lighted interactive pushbutton display panel and life-like synthetic speech, can tell a person administering CPR what to do every step of the way for adults, children and infants, giving oral instructions at the proper time intervals."

For more information on the CPR Coach voice prompter, contact William S. Parker, vice president-marketing and sales, Auralogic, Inc., 111 Westport Ave., Norwalk, CT 06851, (203) 847-3700.



Coffee Cart Targets Drunk Drivers

A snack and beverage cart that allows convenient self-service of free coffee to patrons prior to driving home has just been announced by International Thermal Dispenser Company.

The versatile cart may be wheeled into the dining/drinking area near the time of closing, saving space and eliminating the need for a buffet table. It is designed to encourage responsible drinking and aid restaurant operations facing rising insurance premiums and the increased risk of drunken patrons.

Called Meeting Master, the cart features two insulated dispensers that provide hot beverage from both ends and each side of the self-service line.

Further information on the snack and beverage cart may be obtained by contacting the manufacturer: International Thermal Dispenser Company, 26 Haven Road, Wellesley, MA 02181, (617) 239-3600.

New Fitness Video Focuses on "Why"

Most video programs available today are "how to" in nature; but *Fitness and the Athletic Experience with Dr. George Sheehan* is a "Why" program in every sense of the word. As Dr. Sheehan, cardiologist, runner, columnist, and best selling author, states, "The 'Why' is the most important thing we do; once you know the why you'll accept any 'how.' "

The video is 52 minutes in duration, consisting of Dr. Sheehan in front of an audience on the lecture circuit. There are also vignettes which focus on professional men and women who make exercise lifestyle a top priority in their lives.

For more information, contact: Maxus Productions, 351 Beacon Street, Suite 7, Boston, MA 02116, (800) 221-1261.

Pool Chlorinator Provides Extra Safety

A new generation swimming pool chlorinator designed for safer operation in commercial pools is available from Fischer & Porter.

The chlorinator is vacuum operated, providing maximum safety for operating personnel and equipment. Any leak or break in the gas line will cause air to enter the system, rather than gas to escape. A loss of vacuum causes the gas inlet valve to shut automatically. On top of these important safety features it offers the only anti-siphon valve as standard equipment on a chlorinator.

As all pool operators know, backwashing the filter must be done periodically to clean it. However, a chlorinator without an anti-siphon valve can continue to operate because of a vac-

uum built up in the filtration system. When this happens, undissolved chlorine can enter the pool after the system goes back to its normal filtration cycle. An anti-siphon valve prevents this from happening.

For further information, write Swimming Pool Chlorinator, Fischer & Porter, County Line Road, Warminster, PA 18974, (800) 421-3411; (in Pennsylvania, (215) 674-6365).

Practical Guide to Building Fitness Trails

A Guide to Building Fitness Trails by Dr. Judy Gill is a fully illustrated guide to the "nuts and bolts" construction of an outdoor fitness trail from start to finish, and a fitness program centered around the trail.

"There has been a real need for a practical, up-to-date handbook based on sound fitness principles that also provides everything the prospective trail builder needs to know in order to build it at the lowest possible cost and for optimum use. Unfortunately, previous books on the subject are out of date, do not present enough practical constructive information, and include many exercises that are often impractical and/or dangerous," said Gill.

The 70-page book sells for $9.95. For more information, contact: Publishing Horizons, Inc., 2950 North High Street, P.O. Box 02190, Columbus, OH 43202.

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For entrepreneurs, busy executives, mobile professionals, and people newly returned to the marketplace, there is a fast but thorough way to get up-to-date business information.

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Executive Book Summaries condenses about 30 business classics every year. A subscription to Executive Book Summaries costs $59.50 per year, tax deductible to the buyer or business. Individual summaries cost $4.00 each, or $3.50 each for five or more.

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Best Western

Order Your Professional Library

☐ *Employee Services Management* Magazine

Monthly professional journal for employee services and recreation directors, leaders, and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

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☐ Motorola's Recreation Manual

A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. $35 for NESRA members; $40 for non-members. Orders of 15 or more—30% discount.

☐ Employee Health and Fitness Programs: A Folder of Introductory Information

A comprehensive collection of materials and articles that will answer a wide range of questions and help you start a complete health and fitness program for your employees. NESRA members, $25—non-members, $40.

☐ Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. $21 for NESRA members. $26 for non-members.

☐ New—The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page, pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus and much, much more. Easily fits into a briefcase or purse, so you can take it with you wherever you go. 1–9 copies, $6 each; 10–49, $5; 50 or more, $4.

☐ An Introduction to Industrial Recreation: Employee Services and Activities

The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. **$21 per copy** plus postage and handling:

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☐ NEW—Fitness Training For Improved Opportunity and Job Performance/Firming Up the Firm

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The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-4552.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arnason— (303) 673-5316.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim S. Donau—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 463-8609.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

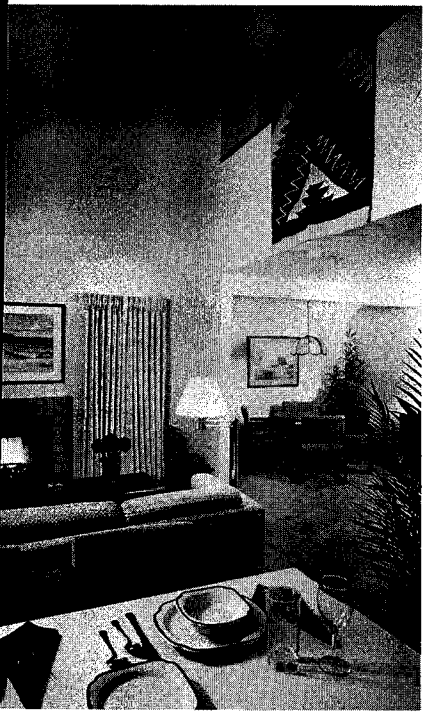
Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

September 25–27, 1986. NESRA Region III Conference and Exhibit, The Drake Oakbrook, Oakbrook, Illinois. Contact Jesse Guerra—(312) 840-4305, or Patt Cheney—(312) 337-1244.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio. Contact Ken Evans—(216) 622-8257.



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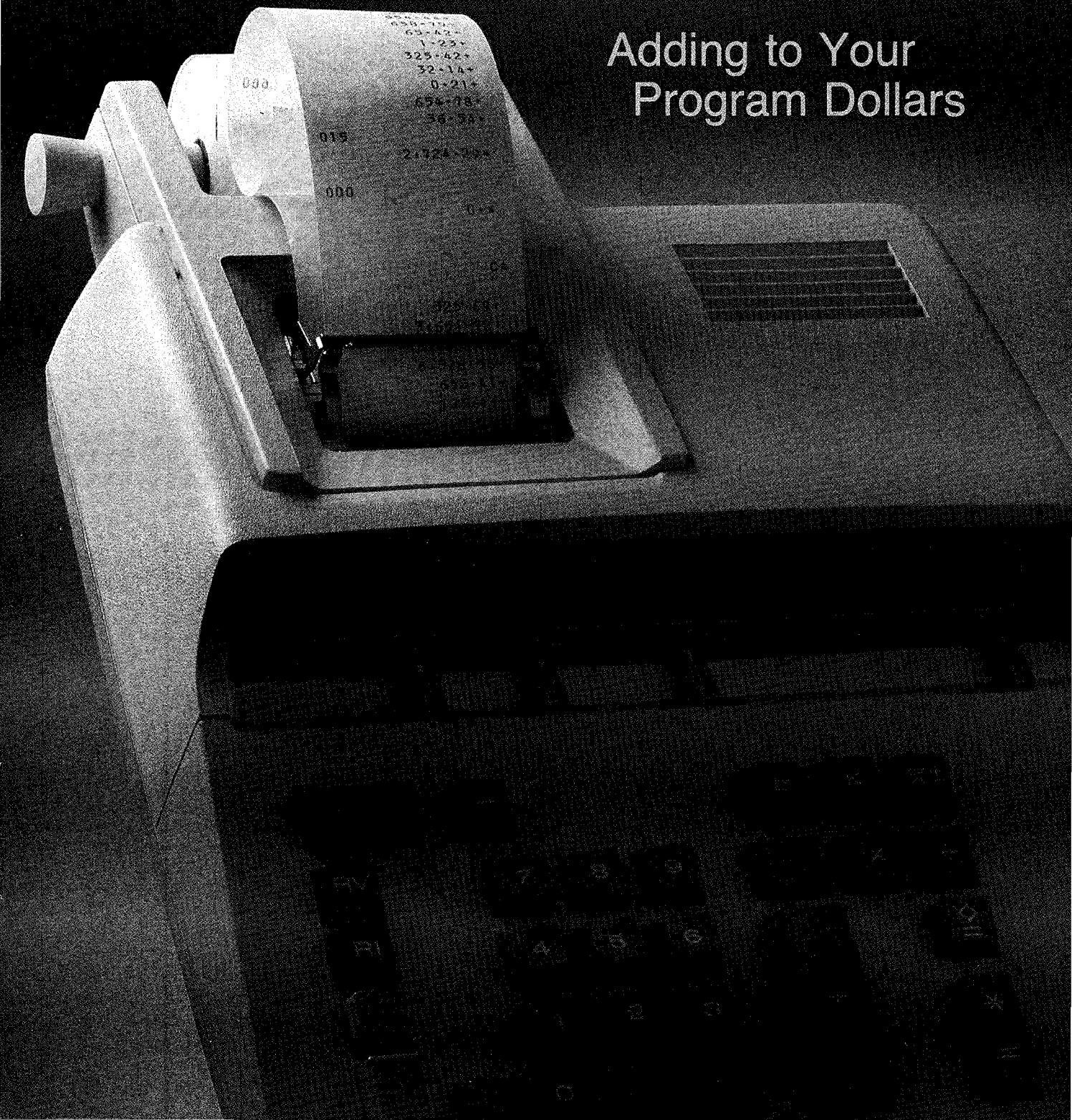
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JOURNAL OF EMPLOYEE RECREATION HEALTH AND EDUCATION OCTOBER 1986

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NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.

NESRA

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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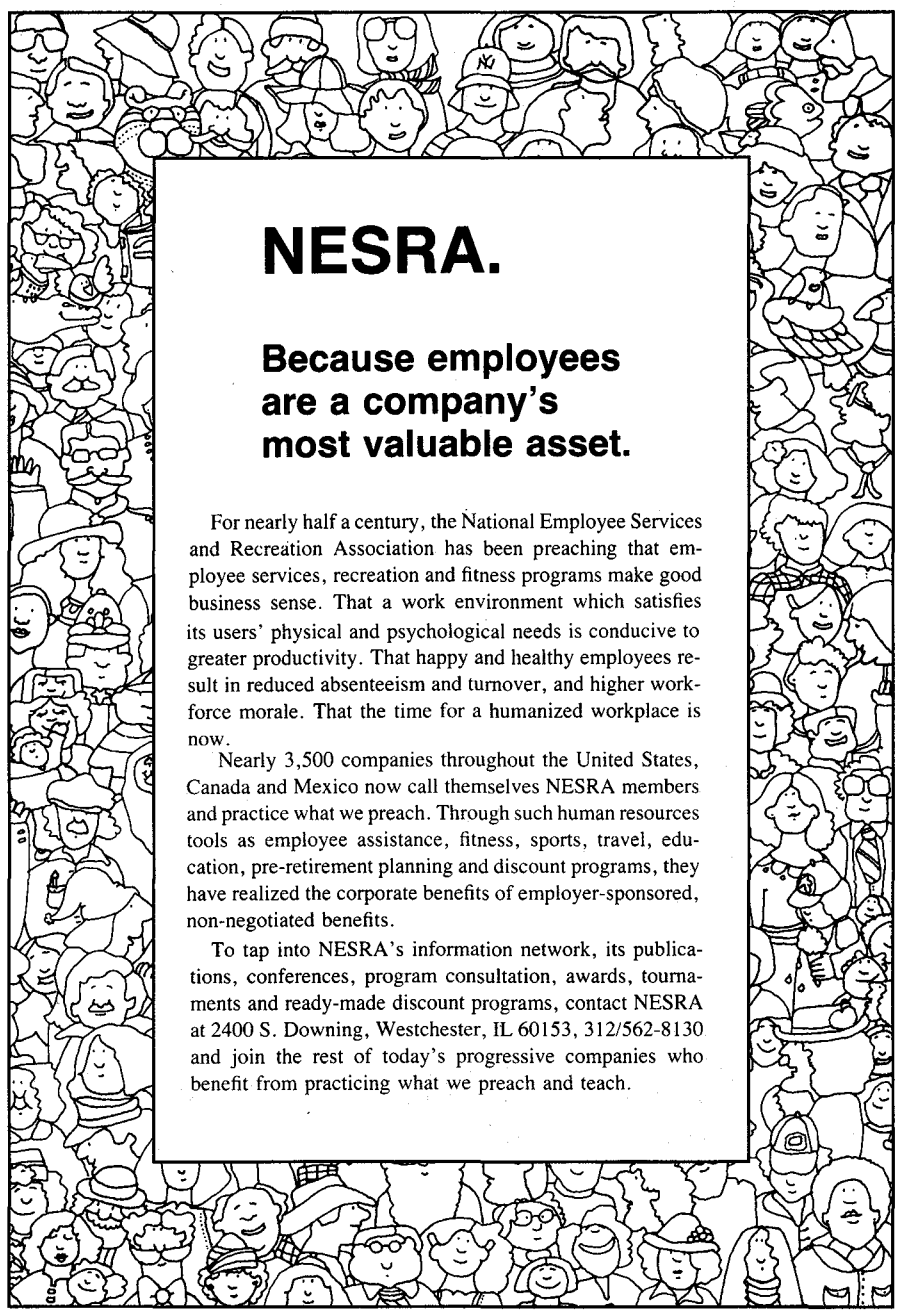
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NESRA.

Because employees are a company's most valuable asset.

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

SEE YOU NEXT YEAR at the NESRA Conference and Exhibit

Hyatt Regency
Minneapolis, Minnesota
May 13–17, 1987

EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 8

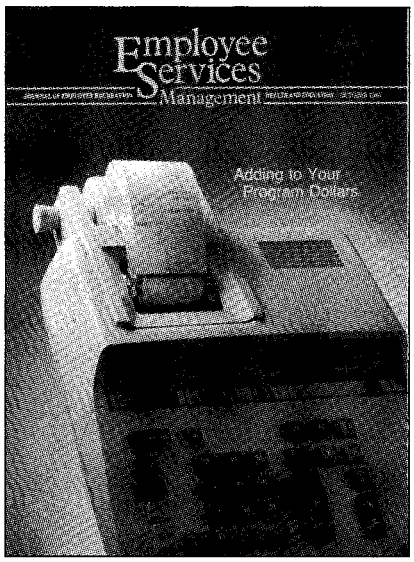
In this issue . . .

Although data on NESRA member companies shows that 76 percent contribute to their employee program, few subsidize these programs fully. Thus, fund raising is always a top concern to employee services and recreation managers.

From vending machines to bake sales, perhaps all you need is a new twist on one of the standard money-making techniques. Read about several of these novel fund raising ideas in this month's cover story, "Making Money for Your Program."

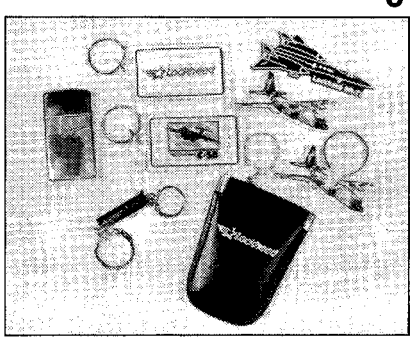
Is your business logo working for you? If not, consider the "why" and "how can it?" "Using Logo Items" tells of the variety of ways you can put your logo to work.

You can't afford to miss out on the chance to clearly demonstrate the positive effects your services yield. "Proof Positive: How to Document Tangible Results" can help familiarize you with the concepts and experimental designs you need to present your evidence.

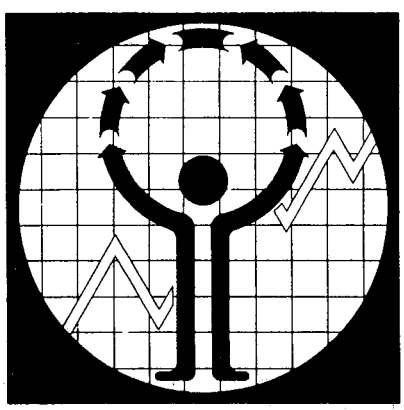


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October 1986

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NESRA

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

Cholesterol Debate Continues

"The hysteria about cholesterol is worse than the cholesterol itself for most of us," said Jon Story, a nutrition physiologist at Purdue University.

"If you are a normal person, you probably are doing yourself more harm from stress by worrying about cholesterol than by eating the amount most of us eat."

The public has a general misconception that cholesterol is akin to poison and should be avoided, Story continued. Cholesterol is widely known as a part of fat that can clog arteries and cause heart attacks.

But cholesterol also is an essential part of every cell in the body. It helps cell membranes regulate how much water and nutrients come in and out of the cell. The liver uses cholesterol to manufacture bile acids, important for fat digestion and absorption. Cholesterol also is used for synthesis of some hormones—including reproductive and adrenal.

"Cholesterol is so essential that our cells manufacture their own," Story said. "In a normal person, the body keeps the cholesterol level in balance, shutting off this internal production when enough is provided in the diet. We don't have to worry about it."

This balancing mechanism, though, doesn't work well in some people. Testing of your serum cholesterol level is the way to determine which group you fall into. Story added that testing is especially important if cholesterol problems tend to run in your family.

Exercises in the Sky

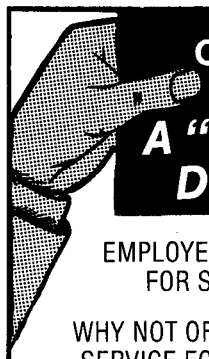
World Airways offers its passengers a 30-minute exercise program over its audio system. Consisting of isometrics and relaxation exercises, the program was designed by a psychiatrist, an orthopedic surgeon and an exercise physiologist.

Survey Shows American Work Patterns

About 5.7 million persons were working at more than one job in 1985, according to findings from a U.S. Department of Labor survey. The dual job holding rate, 5.4 percent, was at its highest level in over two decades.

About 9 million persons worked at home for eight or more hours a week as part of their regular jobs; nearly 30 million usually worked on Saturday; and about 23 million had jobs entailing either shift work or schedules outside the normal daylight hours.

The study also reported that of the workers in wage and salary jobs in May



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1985, about 14 percent were on flextime or some other schedule which gave them the option to vary the starting and ending times of their work day. Flexible hours were most common in finance, insurance and real estate, and public administration, where they were reported by about one-fifth of the workers.

24-Hour Racquetball

No longer do racquetball enthusiasts have to fit their schedules to their clubs'; automated racquetball courts have arrived. Open 24 hours a day, players simply deposit their money in the machine, and the lights and ventilation system come on.

These facilities are gaining popularity on the West Coast; *Executive Fitness* advises to watch for them in other parts of the country.

TV Tops Leisure Pursuits

In a President's Commission on Americans Outdoors survey, adults were asked how they spend their leisure time. Thirty-five percent said watching TV, 25 percent said reading, 24 percent said participating in sports, 12 percent said workshop or homemaking hobbies, and 10 percent said visiting with friends or relatives.

Job More Enjoyable Than Leisure?

A University of Michigan economist says his data indicates most of us like our jobs better than we let on—sometimes even better than our leisure.

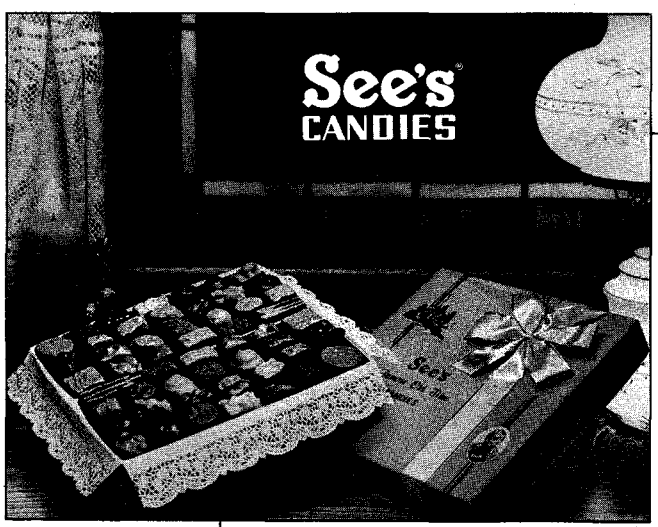
F. Thomas Juster of the U-M Institute for Social Research admits it is commonplace among economists and social observers that people prefer leisure to work. What is not generally understood, however, is that work, like all activities, offers more than one kind of reward.

Working at a paid job brings the "extrinsic" reward of income that can be used to buy goods and services. Similarly, working within the home produces a clean house, good meal, or a certain quality of child. Watching television may add to one's stock of information about the world.

But, Juster says, all activities also bring "intrinsic" satisfactions just from doing the activity. He calls these "process" benefits.

After conducting studies, it was found that although the process benefits from leisure were expected to outrank those of work, the reverse was true. Income aside, work activities outranked most leisure activities and occupational level made little difference.

Ranked in order of process benefits



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reported, the Institute's list is as follows: child care, socializing, job, reading, sports, spectator events, crafts, television, cooking, repairs, organizations, shopping, and cleaning.

The study indicates that a critical factor in the satisfaction level of an activity is the amount of personal interaction it involves.

Flying to Hidden Cities

Travelers can generally fly across the country on busy routes much cheaper than shorter trips on less traveled routes. Thus, the practice of buying "hidden city" tickets has emerged: purchasing a ticket on a low fare, long distance flight that makes a stopover in the desired destination.

Insight reports how it works: "Someone who wants to fly from Los Angeles to Denver learns from a travel agent that the direct flight would cost more than a flight from Los Angeles to New York with a stopover in Denver. So he buys the Los Angeles-New York ticket and simply gets off the plane—with his carry-on luggage—in Denver."

Although the Civil Aeronautics Board says the practice is legal, airlines are less than pleased at the lost revenues.

Army Bans Smoking

The Army has issued orders which prohibit smoking in military offices, barracks, vehicles and aircraft, reports AFB *Action*. This policy will affect 781,000 soldiers and 450,000 of the Army's civilian employees.

The new policy came as a result of the health promotion program ordered by Defense Secretary Caspar Weinberger. The Army's reasoning is that "smoking tobacco harms readiness by impairing physical fitness and by increasing illness, absenteeism, premature death and health care costs."

Smoking is now prohibited in all Army-occupied space, including Army offices within the Pentagon, except for designated smoking areas. Among the areas in which smoking is banned are conference rooms, auditoriums, gymnasiums and elevators.

Career Couples Take Shorter Vacations

Vacation planning for two-career couples poses some unique obstacles, and in response, several creative alternatives to the traditional two-week vacation are emerging.

According to a *Wall Street Journal*-NBC News poll, 28 percent of the respondents who had taken a vacation in the past year had taken a shorter one compared with five years earlier. One reason was that it was difficult to schedule the same vacation time as their spouses.

Thus, shorter trips and extended weekends are more popular, as is the practice of taking spouses on business trips and staying over an extra day or two.

Study Links Education, Health Behavior

The higher your education level, the more likely you are to exercise regularly, use seatbelts, be a non-smoker and follow other good health habits, a University of Michigan study indicates.

In an analysis of Health Risk Appraisals completed by a national sample of more than 90,000 working adults, the U-M Fitness Research Center found a clear relationship between the respondents' education level and more than a dozen lifestyle behaviors.

"Persons who had not completed high school show the highest health risks," said D. W. Edington, Ph.D., director of the research center. "For example, 36 percent were smokers, compared to 24 percent of the high school graduates and less than 16 percent of the college graduates. Nearly 60 percent of the non-high school graduates did not use seatbelts, compared with 16 percent of those

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NEWS IN BRIEF

who had completed college and above."

As education level increased, so did the proportion of respondents who reported knowing their blood pressure and cholesterol levels, having regular pap smears, rectal and breast exams, and getting sufficient sleep and exercise.

Edington concluded that the data indicates that health promotion specialists should direct more intense efforts toward the less-educated segments of the work force.

Answering Machines for Hotel Guests

For business travelers, the latest amenity offered to hotel guests is a personal answering machine in hotel rooms. The Chicago Hilton and Towers offers the service, installing the machine, helping the guest tape an answering message, and providing a beeper for remote retrieval of messages.

The charge for the service is $20 per stay.

Cost of Abesenteeism

A day's absence by a typical clerical worker can cost the company up to $100 due to decreased efficiency and heavy supervisory workload. The Research Institute of America also estimates that abesenteeism costs the U.S. economy nearly $40 billion a year in total productivity lost.

Soccer Challenges Football

The number of American youths now playing soccer is approaching the number playing football, according to sports participation data prepared by the National Sporting Goods Association.

"Soccer has done a much better job of attracting the younger 7–11 age group. There are twice as many of these youngsters playing soccer as there are playing football," said Thomas B. Doyle, director of information and research.

Soccer is also successful in attracting girls and young women. One of every three frequent soccer players in the U.S. is female.

Night Care for Children of Shift Workers

As service industries demand more night shift workers, an increasing number of whom are women, organized "night care" for children looms as the next type of dependent care the work force will need.

The *Wall Street Journal* reports that recent studies indicate that in a third of the working couples with children, one parent works the night shift. The popularity of this schedule is because it eliminates the need for and expense of outside child care. But experts warn that night care will be needed as more women take night shift jobs.

Low-income single moethers are most in need of night child care because of the types of job opportunities open to them and the greater necessity for employment.

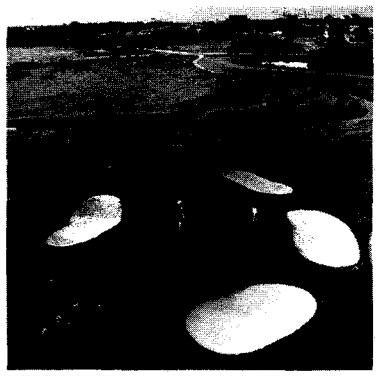
One study, by University of Maryland sociologist Harriet Presser, showed that 30 percent of married women who work part time during the evening/night said they would work longer if adequate child care was available. Most women surveyed said that husbands or relatives currently watch their children at night.

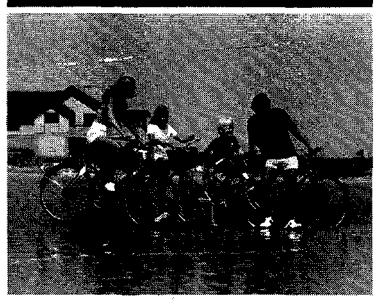
Business Travel Food Costs

The average business traveler spends almost $50 a day on food, according to a recent *Wall Street Journal* report. This breaks down to: $22.26 for dinner, $10.73 for lunch, $6.53 for breakfast, $6.23 on tips and $1.98 on tax.

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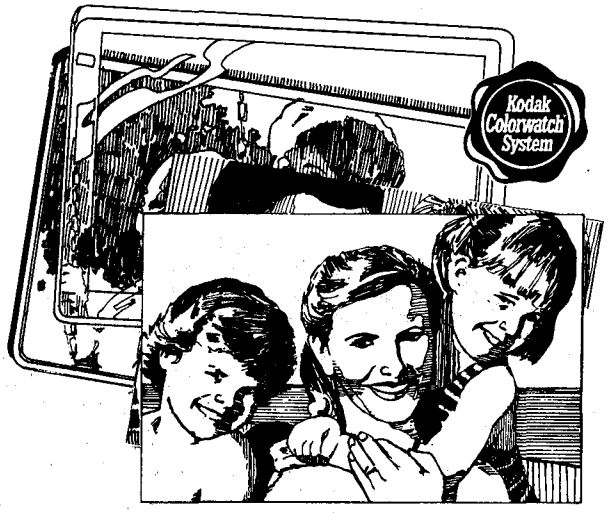
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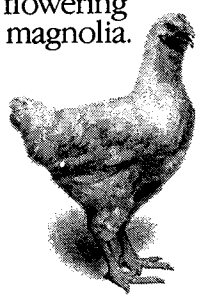
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Making Money for Your Program

by Joan E. Price, editor

Although data on NESRA member companies shows that 76 percent contribute to their employee programs, few subsidize these programs fully. Thus, fund-raising is always a top concern to employee services and recreation managers.

Employee contributions, vending machine profits, company stores and discount sales are other frequent sources of revenue. To make these methods come alive and start producing for your activities program, a new twist on some of the standard money-making techniques may be all that's needed.

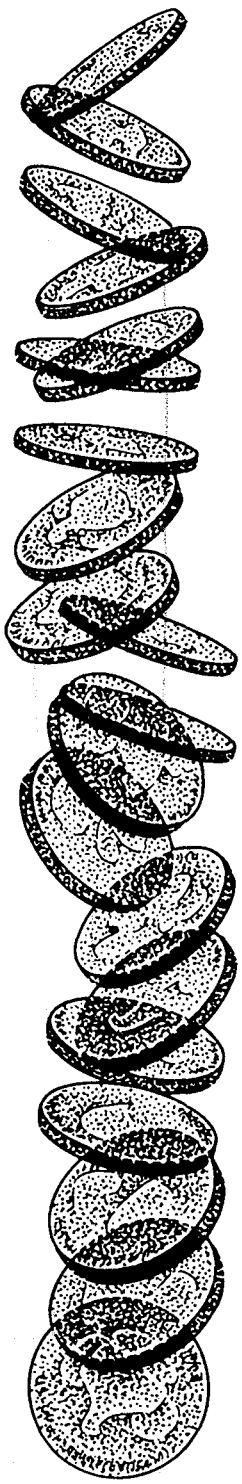
VIDEO VENDING

For at least one-fifth of NESRA member companies, raising funds through vending machine sales is not a new idea. The latest figures show that nearly 20 percent of NESRA's members obtain some portion of their revenues from vending machine profits.

But what may be a profitable new idea—even to those who already use vending machines in their money-making efforts—is the entry of videotape vending machines into the market.

Making their debut on the West Coast, video rental vending machines offer both a new service for employees and another way to raise funds for the employee program. Litton Guidance and Control Systems in Woodland Hills, California, will have installed their first VCR vending machine in September.

Sue Dettorre, in employee services at Litton, explained that the machine holds 325 tapes which are udpated by the company offering the service.



"The vending machine company sets the bottom limit on the cost per tape and the final cost to the employee is up to our company," said Dettore.

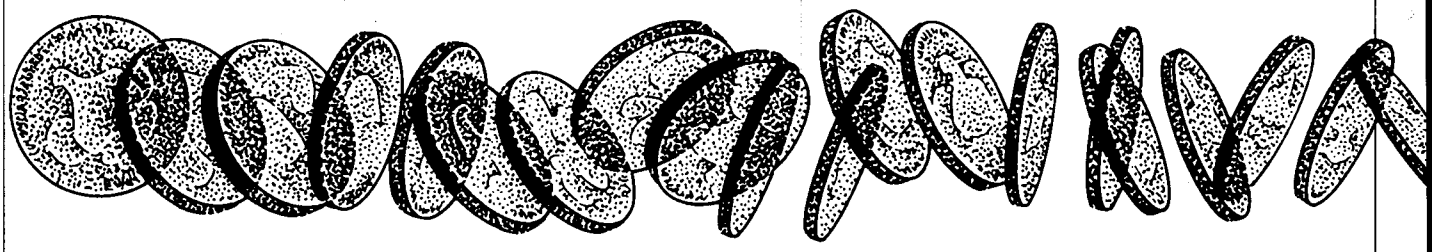
For instance, the company Litton is doing business with sets the minimum charge per tape at $1.50. Dettorre plans to add $.50 per tape to bring the final cost to the employee to $2.00.

From the service perspective, this means a low cost tape rental that is more convenient to the employee. He or she can simply stop by the machine after work, select a video, and then return it the next day at work. The rental is for a 24-hour period; those kept out longer will be rejected by the machine until an additional charge is deposited.

From the money-making perspective, video rental machines offer companies options according to their financial needs. In Litton's case, with approximately 4,000 employees, they estimate renting about 400 tapes per month. At $.50 per tape, that would mean a revenue of $2,400 over the course of a year. The surcharge over the $1.50 base figure could be adjusted higher to increase revenues, or lowered to offer more of a service to employees.

SPARE PARTS

Most activities associations have tried a sale of one type or another in their efforts to raise money. A new idea in this area comes from the John Fluke Manufacturing Company in Everett, Washington. Since it is an electronics manufacturing company, a certain



"We've built up a network of independent vendors who come in during lunch hours, sell their products, and give a commission to the employee association."

quantity of defective or unusable parts exists.

"A lot of this was just going into the dumpster," explained Laurie Moon, production supervisor. "So we got permission to sell these things."

Now, every month or two, the company holds a sale for employees and sells the excess electronic parts as well as old furniture such as desks or file cabinets.

"It's very popular with our employees—especially the engineers—because they're always building things at home," said Moon.

The sale is held during the week and opens before the shift starts, at lunch break and after the shift until about 6 p.m. All of the items are marked with a price, but some bartering does occur.

Since there is no outlay for the merchandise in the Fluke Manufacturing sale, it is an excellent source of profit for employee activities there as well as a welcome service to interested buyers. Moon said the revenue generated by the sale provides funding for the Christmas dance, company picnic, Easter egg hunt and children's party.

BAKE TO WIN

For the volunteer cooks, bake sales can be more trouble than they are worth as fund-raisers. But an indepartmental effort at Blue Cross of Central Ohio deserves another look.

Rosemary McMasters, manager of associate services at Blue Cross in Columbus, Ohio, explained her company's holiday bake-off as an event with many benefits. The communications department sponsors the judged contest, using the winning recipes in their magazine. Then, the activities association steps in, takes care of selling all the entries, and retains the proceeds of the sale.

Employees can have fun entering the baking contest—a great improvement over being asked to volunteer to bake for anothe sale. And for the employee association, McMasters estimated the revenue of the holiday bake-off to be $100.

NO ROOM FOR A STORE

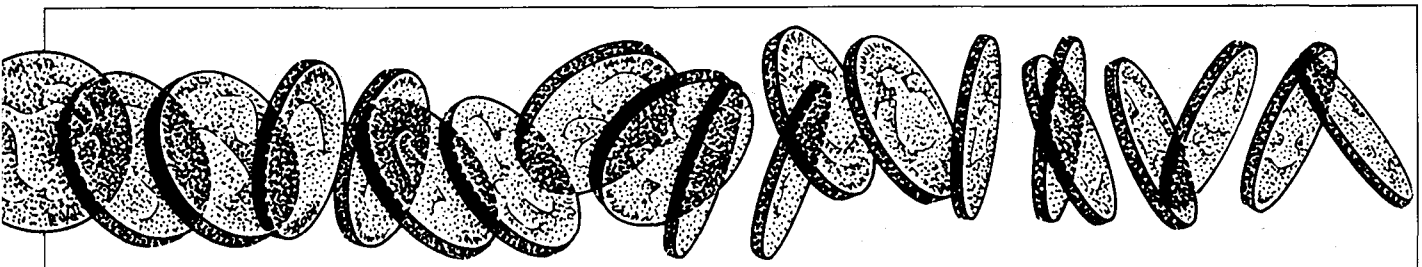
Some companies have the space to operate a company store, generating income for employee programs. Many others, however, are not so lucky. For those of you in the second category, the Howard Savings Bank in Livingston, New Jersey, is an inspiring example.

The bank does not have the physical area for a company store. But by inviting in vendors to display their wares, many quality products are offered to employees.

Janet Gregory, employee activities coordinator, said, "We've built up a network of independent vendors who come in during lunch hours, sell their products, and give a commission to the employee association."

In advance, Gregory sets up dates with vendors, arranges with the maintenance department for six-foot tables, and normally sends out two flyers per scheduled vendor visit. In return, the vendors are charged a commission of between 5 and 10 percent.

One vendor is scheduled at a time; Greogry said the best days to plan these sales are on payday and the day after. The display is set up in a high traffic area, adjacent to the cafeteria, copier and mailroom, and is open during the



bank's cafeteria hours, from 8 a.m. to 2 p.m.

The items offered in the "company store" vary widely, from paintings to jewelry. Gregory said that willing participants seem to have snowballed from the initial few vendors that came in, but it is important to regulate quality.

"We make it clear to them when they come in that they must guarantee their merchandise and have to take returns," she explained.

TIDBITS

The following are a few money-making ideas to help you get your own thoughts flowing:

- Hold a tailgate sale; rent out parking spaces for employees to sell their "junk."
- Selling fishing licenses.
- Have vacant company land? Let employees rent space to store their campers and boats.
- Sell wrapping paper before the holiday season.
- Produce a cookbook in-house. As one manager said, you'll sell at least one to every employee that gets a recipe in it.
- Hold a Christmas tree sale.
- Sell pantyhose at your company store or out of your employee activities office. Employees are reported to think this is a great service.
- Rent your facilities; but be sure to check out potential liability factors.
- Hold a raffle; sell "turkey tickets" for holiday dinner giveaways.
- Use pay phone revenues; make a similar arrangement as with vending machines.



How to

ALL EMPLOYEE CRAFT FAIR

by Rebecca S. Gregory, CESRA

Editor's Note: The Rockwell Craft Fair, described below, is not run as a money-making event but as a service to its employees. The charges collected from employee exhibitors cover costs only. As in many activities, however, this program could be tailored depending on a company's particular financial needs. Exhibitors could be charged slightly more, a percentage of sales for instance, which could serve as an excellent fund-raising source.

One of the most successful projects our employee activites department sponsors each year is a craft sale. The objective of the sale is to provide a means for current and retired employees to sell their hand-made crafts on company property during business hours.

The rationale used to obtain permission to hold the sale was an attempt to effectively enforce our policy against employees selling things from their work stations. Prior to the sale, a memo was distributed reminding employees of the policy and offering our craft sale as an acceptable alternative.

The sale has been set up in a variety of locations: the first two years in a suite of conference rooms, the third in an empty building on company property, the fourth in a nearby conference center, and the fifth in the company Recreation Center.

The sale is arranged in a supermarket fashion which enables customers to browse and select



items they want to buy. In order to facilitate the easy purchase of items, all money is exchanged at cash registers and handled by staff members. The participants are not permitted to handle the sale of their own crafts.

Several weeks prior to the event, interested participants are required to register for the sale. Each signs a waiver which release the company from responsibility for possible theft of merchandise. For the first three years, a small fee was charged to offset promotional and rental costs. A percentage of gross sales was retained to cover costs during the 1985 sale. Every participant is assigned a code and issued price tags for each item to be sold. The participants are required to set up their craft displays prior to the sale and dismantle them when the sale closes. Only hand-made items are permitted.

At the time items are purchased, the coded price tags are removed by staff at the cash register. Sales tax is also calculated at this point, eliminating the need for participants to have sales tax permits and pay individually. Organizers of the event collect, report and pay sales tax for items sold at the craft sale.

Within two weeks following the close of the sale, coded tags are sorted and participants paid by check the total amount of their tags less 10 percent commission retained to cover costs.

The craft sale has grown significantly each year. The following figures demonstrate the sale's growth and success:

	1982	1983	1984	1985
Number of Participants:	59	65	97	113
Gross Sales:	$5,200	$9,000	$18,000	$24,000

Each year the sale has been held it has been necessary to find more space. The feeling is that it is better to limit display space rather than the number of participants. In recent years, because space is generally a problem, participants have been asked to guarantee that they made the crafts. They are not permitted to sell items made by people who are not employees, retirees or their spouses.

The sale is generally run for three days in November. The first day is open to employees and retirees. The second two days are open to the general public. No major incidents of theft have been reported. All entrances are secured when the sale is closed. Volunteers are used as floor workers for security when the sale is open.

General feeling about the sale, both by management and employees, has been positive. This event allows employees to display talents not usually recognized in the course of work at a large electronics company.

The 1982 craft fair was one of the first activities sponsored to benefit the employees who were not involved in sports. This event led to the formation of a 110-member craft club as well as several other hobby and special interest groups.

The All Employee Craft Fair is truly a cooperative effort, a popular and useful activity created for all company employees. From the support of top-level management and organization efforts by employee services program administration to the aid of maintenance and guard forces, the All Employee Craft Fair has proven to be a great morale-building activity.

Rebecca S. Gregory, CESRA and Administrator of Employee Services at Rockwell International in Cedar Rapids, Iowa, is NESRA's Vice President of Membership Development.



Using Logo Items

by Ken Loftice

Is your business logo working for you? If not, consider the "why" and "how can it?" A logo is your symbol of identity! The speed and intensity with which we process that identity is important in decision making. Therefore, a logo should present a good impression of the organization it represents. The design should be clear, concise and uncluttered. Colors should be well selected to present the desired image.

There are a variety of ways you can put your logo to work. Probably the most apparent is in product advertising and marketing. Logo items can be used as community relations tools, and employee incentives and awards. Also, you will find that employees take pride in giving gifts with the logo of their company, organization or product. As professionals in human resources, we should take advantage of every opportunity to use whatever tools are available to instill pride in our company.

Selecting and purchasing logo items should not be difficult; there are hundreds of advertising specialty companies awaiting your business. In choosing a supplier, select a reputable firm which will deliver a quality product at a reasonable cost, and be available to provide expeditious service. Most advertising specialty companies offer basically the same products, so in order to get the most for your money, be a good negotiator. Some suppliers are willing to consign items or provide inventory on a guaranteed purchase, invoicing as merchandise is drawn.

How will the product be used? Know your market! This is key to proper selection. Logo items should be practical. The more an item is utilized or exposed, the better you are served by having a logo. Some of the more practical and popular items on which to display your logo are:

Personal Items

Coffee Mugs
Glasses
Coasters
Key Chains
Money Clips
Knives

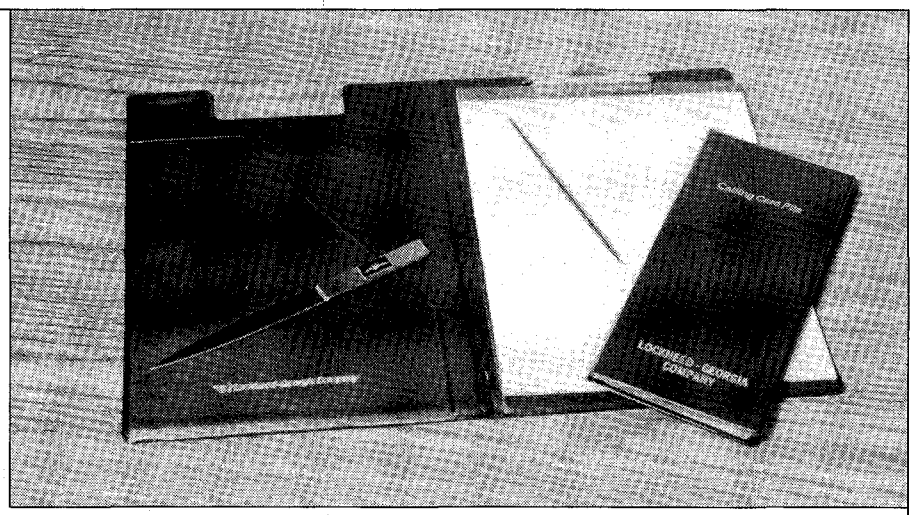
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Wearables
T-Shirts
Sweat Suits
Jackets
Emblems or Patches
Golf Caps
Visors

Jewelry
Tie Tacs/Bars
Lapel Pins
Earrings
Necklaces
Watches

Business Items
Pens
Note Pads
Clipboards
Business Card Holder
Employee I.D. Holders

These are only a few of a vast array from which to select. Choose quality products! Whether using a logo item as a gift or for resale, remember, your reputation is reflected on that item.

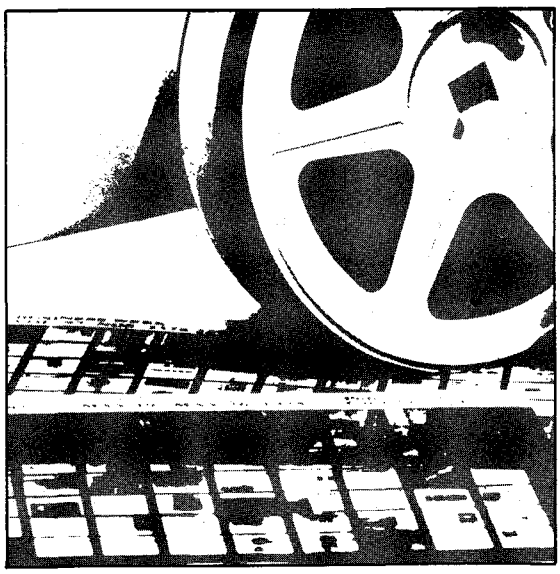


Quality is available at affordable prices. Why not get the "most bang for your buck?"

Logo items can be an excellent source of generating revenue. Marketing can be done through the employee store, the employees' recreation association, or human resources' representative. When the public relations and sales promotion departments at Lockheed-Georgia Company began receiving more requests for logo items than they had staff or budget, they asked the Employees' Recreation Club to assume that responsibility. This was the beginning of our employee store. Sales of logo items provide a significant percentage of our revenue. Your company is probably already using logo items in some manner. Find the person responsible and get a piece of the action!

Ken Loftice is Executive Director of the Georgia Lockheed Employees' Recreation Club in Marietta, Georgia.

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PROOF POSITIVE:

How to Document Tangible Results

by Rick Griggs

It's amazing how some people think that the right statistic with the perfect decimal point will support any argument. Others believe the glowing accounts of faith healing, UFOs and golf scores!

All of us at one time or another weave a little "white lie" or stretch the information to support our team, our approach or our ideas. The business world should not allow this to go too far. The time has come to use powerful yet practical tools for documenting the tangible results of your programs.

When it comes to programs that deal with people's lives and the health of an organization, the slanted information and hidden nuances must be identified and corrected. Your programs cannot afford to suffer from biased and one-sided attacks. Neither can you afford to miss out on the chance to clearly demonstrate the positive effects your services yield. This article will discuss six basic concepts used by researchers when they need to pinpoint the true results of any program. Some may sound a bit academic but bear with me. There is good reason to understand them.

Next we will discuss tracking or graphing results and getting the exposure your program needs to remain well respected (not to mention well-funded!). You will also learn about three easy-to-use experimental designs that are so valuable in showing cause-and-effect relationships.

I suggest you study the six concepts and the three experimental designs so you understand them thoroughly. When you do this you will be prepared to put them into your own words when explaining them to others in the organization. There's nothing worse than getting all excited about new ideas only to find that others think it's arrogant mumbo-jumbo. Your task is to base your findings on sound thinking and execution, and then to speak the language of the organization when describing your fantastic results.

THE TERMS

Trying to show the benefits of health, recreation, substance abuse and other "people" programs without using accurate terms is like describing the Big Dipper through a stained-glass window. Let's stop using cliches like "fit employees make better employees" or "healthfitness programs will directly affect our bottom line." They are true but they lack the precise accuracy that top executives demand.

The six terms to know include: dependent and independent variables, baseline data, treatment/intervention data, reliability and generalization. Two other terms familiar to most are follow-up and maintenance. Although getting immediate follow-up and long-term maintenance care critical, this article walks you through the up-front details of documenting the tangible results of your program.

DEFINITIONS

INDEPENDENT VARIABLE—The factor we manipulate to see if it has an effect. This is tested by first isolating this variable and then watching to see how it affects what we are trying to change or observe.

Your program may include running, counseling, therapy, weight training, bicycling, child care, swimming and racket sports. Any or all can be considered the independent variable because they are used to see if there are changes in other things you are monitoring and charting.

DEPENDENT VARIABLE—The end result of an experiment. Examples include the smile or frown on your kid's face after trying a new cereal, or the raise or pink slip after trying a creative new idea.

The dependent variable is the "effect" part of the "cause-effect" relationship. In health and fitness programs this factor would be rates of absenteeism, turnover and productivity. Also included would be the usual reductions in resting pulse, blood pressure, stress and bodyfat percentages.

BASELINE DATA—Used as an indication of normal performance before anything is changed. In other words, previous health and work performance would be used as baseline data.

This data is compared with whatever happens after the program is in place. An example would be six months of enrollment records just before a tuition reimbursement plan was overhauled. The baseline phase is considered the benchmark and must always be included to show a change in any behavior pattern.

TREATMENT/INTERVENTION DATA—Refers to performance while the program or independent variable is

in place. Remember that in experiments we manipulate the independent variable to see how it will affect the dependent variable. Both the baseline and treatment data are measures of the dependent variable.

It's really not complicated; it just means measuring pulse rates, bodyfat, absenteeism and work performance before and during your intervention program. This phase should be watched carefully to be sure nothing gets in the way to muddy the waters. An example is when a bailiff makes comments during a trial that interfere with the jury's deliberations. This interference is called "confounding" when it occurs during the intervention phase of an experiment.

RELIABILITY—Can mean the degree to which your results are consistent as time goes on or whether the improvements noticed by one person would also be noticed by others. All good experiments must be repeatable.

This replication of results is what makes or breaks good research. All things being equal, nutrition, alcohol and drug programs should produce similar benefits from year to year, department to department, and company to company. Accounts of super-healthy employees, sky-high productivity and ear-to-ear smiles must be seen by more than one person if your program is to get credit!

GENERALIZATION—Can be complex but it simply means that skills learned in one area can be used in other areas. This applies to fears as well. After a child gets stung by a bee any flying insect can bring tears.

A good health program teaches discipline, patience, moderation, consistency and perseverance. All of these skills generalize into other valuable areas of organizational life. It's no wonder those who maintain their fitness programs are usually the top performers in organizations across the country.

Behavioral researchers have found that after people improve one area of their lives like appearance, speech or fitness, they tend to continue improving other facets as well. When an employee learns the skills to overcome a specific emotional problem, the same skills tend to generalize to other problems. Think of it as a three-for-one sale for your organization.

Your program is the independent variable that you claim will benefit individual employees and the organization in general. Now you've got to prove it. The dependent variable is your "proof positive" that these programs work. You will, of course, want to speak everyday language to describe your confidence in the program but basing your arguments on sound experimental guidelines will make you much more credible. By building your program around these six concepts you can quickly identify parts that don't fit in or just aren't carrying their load. An early warning system like this is just good management.

AN EASY EXAMPLE

Let's suppose a large firm notices an employee turnover problem. A middle manager thinks it's all due to the lack of nearby child care facilities.

The manager retains a licensed operator and opens a facility within walk ing distance (**independent variable**). Top management is sold on the idea that it will decrease turnover (**dependent variable**). The manager makes a graph of the turnover rate over the past 18 months (**retroactive baseline data**). After the center opens, the new data is collected and added to the chart (**intervention/treatment data**).

Reliability is tested by having two different departments collect the turnover information. It could also be demonstrated by repeating the experiment in another division.

Finally, the manager is promoted because not only was the child care fantastically successful in decreasing turnover, it also improved attendance, morale and recruitment referrals (**generalization**).

TRACKING AND GRAPHING

By far, the essential element in documenting the results of any program is to clearly track before and after performance.

You want a quick visual impact. Your baseline data should be tracked for a period of weeks, months or even years. Sometimes you can't afford to wait for weeks or months before starting a program. A "retroactive baseline" solves this program. This is where you go into records that have already been collected to get your starting point. It may be medical records, work productivity, attendance or other performance measures. You need to be sure these past records are accurate and believable.

Untrusted data are just as bad as lousy data. Many sharp administrators will use the past data and add a short baseline of their own just to be sure the information reflects the current situation.

Charts and graphs should be labeled with a title, a horizontal label and a vertical label. The horizontal line or axis goes across the bottom and is usually in days, weeks or months. A vertical label or axis, usually percentages of attendance, bodyfat, productivity, etc., is on the left side of the page.

Your purpose in making line graphs, bar graphs or even fancy scattergrams is only to get a pure snapshot of reality. To this end it's best to have someone not overly interested in the outcome available to collect and chart the data. Many computer programs are excellent in that they take raw data and produce your graph or pie-chart at the touch of a key.

EXPOSING YOURSELF

Every good program needs exposure. Just like products, businesses and inventions, many good ones die due to lack of publicity and exposure. A good counseling, benefits or fitness program will no doubt help employees and the company. You jeopardize the long-term future of the program if you neglect to

make the successes known. If it works, then put your reputation on the line to say so.

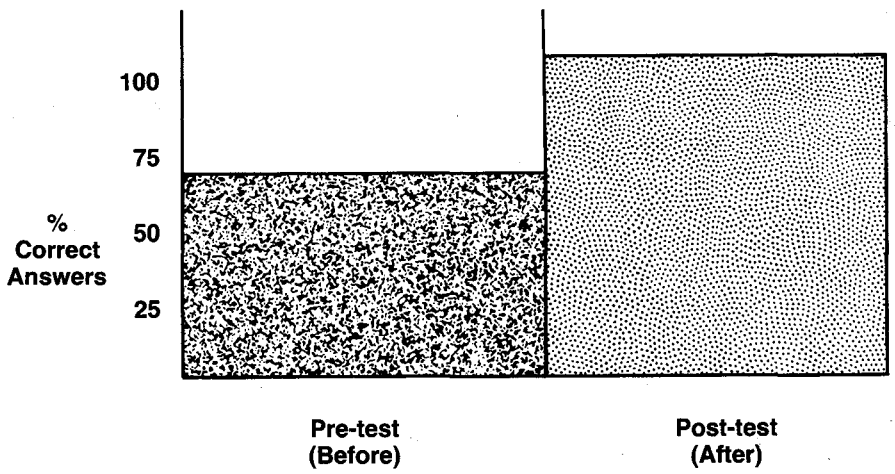
Excellent methods of publicity include memos, awards and company newsletters. When an individual makes personal progress, someone from the program should write a brief note to the person's boss. By mentioning this kind of progress you will see more of it and get more support for it. Motivational experts say that anything that gets attention will be repeated.

3 EXPERIMENTAL DESIGNS

PRE- & POST-TEST DESIGN—This is the classic "before and after" snapshot to see if there is change. To use this in your programs you would develop a before and after measure for performance. It could be a 10 question quiz, a step test, bodyfat percentages or a 30 question multiple choice exam. You would then administer the test at the beginning of the program and an identical or similar one at the end. Many people prefer to give different versions of the same quiz or test so the answers cannot be memorized. The difference in scores, or "delta," is considered to be the result of the program. (See Figure 1).

Figure 1

PRE-TEST/POST-TEST DESIGN



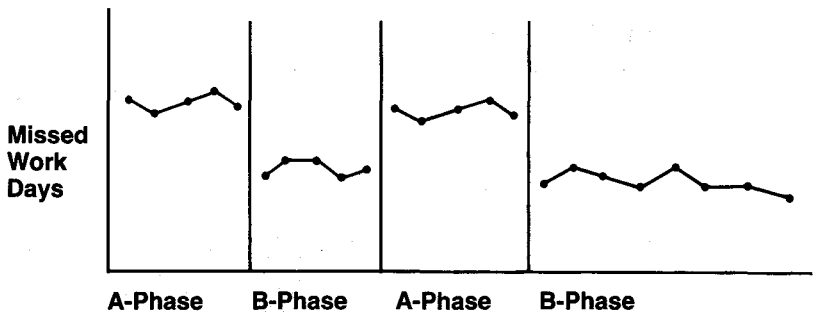
A-B-A-B REVERSAL DESIGN—This is another way to show that your program actually "caused" an effect to occur. The A portion can be considered the baseline, and the B is the treatment or intervention. You would start with a baseline measure of performance and then go into the program. Normally, you will see a difference in performance as you go from the first A phase into the first B phase. At this point there may be questions as to what really caused the change. By returning to the A or baseline phase you can reverse the progress made by your program. (See Figure 2.)

Hold on! Before you scream bloody murder about reversing good progress just to show someone, let me explain. Some programs can afford to remove the intervention and return to the baseline phase in order to remove all doubt. This "reversal" back to the A phase is just to show how much of an effect the program really has. You would then finish with the second B phase. This could be done with non-critical areas such as absenteeism, bodyfat percentages or enrollment in various classes. You can always reinstate the program. You would never use the reversal design with programs dealing with alcoholism, depression or critical performance areas.

MULTIPLE BASELINE DESIGN—Here is what you've been waiting for. This method of documentation eliminates the need for reversing good progress. You would start by selecting three problems. All you do is

Figure 2

A-B-A-B REVERSAL DESIGN



Note: Each phase could last a week, month or a quarter.
A = Baseline
B = Your program

sequentially administer treatment (your program) at separate times to all three. (See Figure 3).

After a baseline has been established for all three you start the program on one. While one is getting the program the others are simply being monitored. After a week or two, you start the program on the second problem. Now problems one and two are getting the "treatment" while number three is still in the baseline phase. Later you add number three to those getting the program.

Assuming the program is working, you will have created a powerful demonstration of the benefits of your program. The multiple baseline design takes a little more effort and time but the results are visual, dynamic and convincing. It can be used with different people, departments or projects.

No matter what techniques you choose to document your results, you will benefit by staying focused on certain key questions.

"What's in it for the company?"

The health of the organization should be a prime consideration in all that you do at work. An unstable organization seldom does justice to the individual employee.

"What's in it for the employee?"

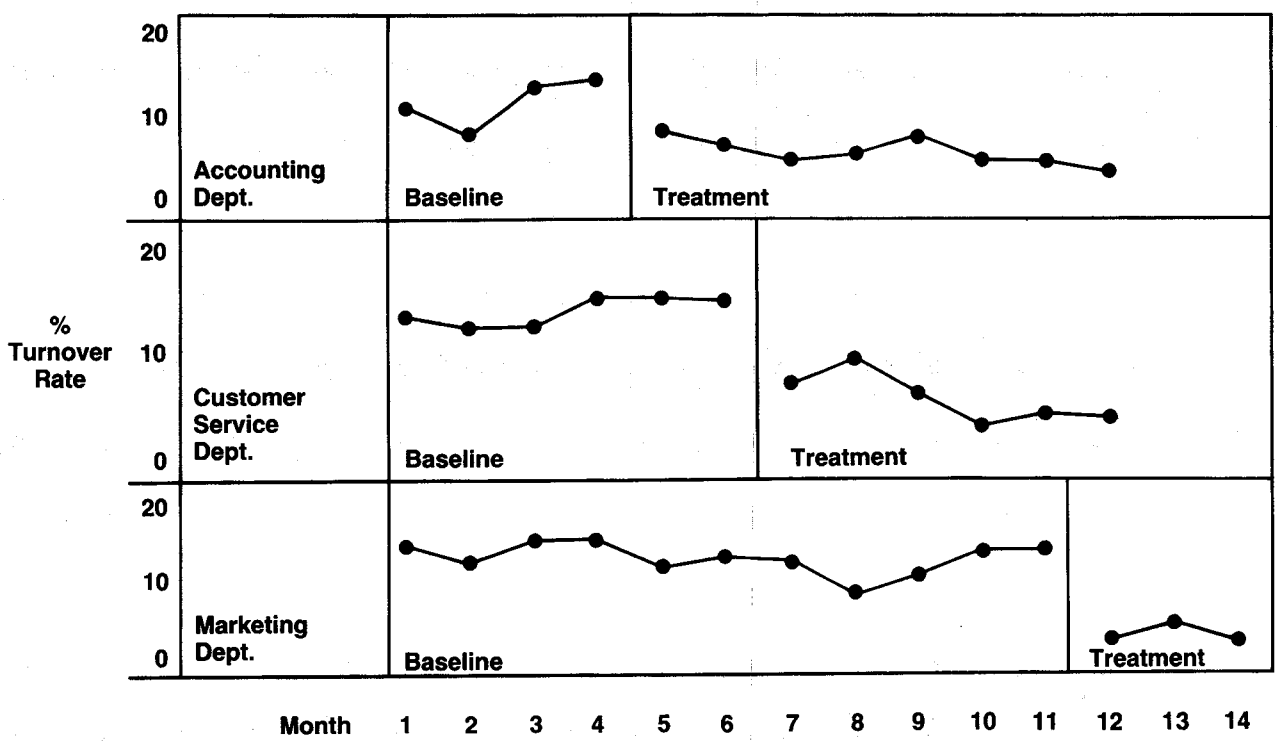
People make the company. Your programs should make it easy for employees to do their jobs. You can't make good music with lousy instruments. Your programs should turn high school band instruments into concert hall tools.

"What's in it for the community?"

The community is an extension of the employee and the organization. Any

Figure 3

MULTIPLE BASELINE DESIGN



Treatment = your program

program that can include a positive effect on the surrounding neighborhoods has added leverage.

"How will it affect the future?"

Today is the result of future plans made in the past. Although hard to document, the future benefits of what you do are important to the organization.

Never fool yourself. Use these six concepts and three experimental designs to document the concrete benefits of your program. If they're not working, shouldn't you be the first to know? And if they are, spread the news in a meaningful way.

Rick Griggs is the founder and owner of MANFIT—Management Fitness Systems, a Mountain View, California, consulting firm. He is also the author of the book Careerstyle—How to Balance Your Achievement in Career, Business and Body.

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Buzzers, Wanderers and Attackers

A Communications Executive Offers Tips on Dealing With Three Typical Meeting Distractions

"While no two meetings are exactly the same, they often share similar types of interruptions and distractions," said Joanne King, vice president of Brown House Communications. "The key to running meetings effectively is the manager's ability to keep these distractions from bumping the meeting off-track."

King offered the following examples of three typical meeting distractions, along with practical strategies for dealing with them.

THE BUZZERS

Buzzers carry on side conversations that are long and loud enough to create a distracting undertone. They need to be stopped, but without being directly chastised or embarrassed.

Even if you know they're discussing Friday night's beer bash, "assume" that their discussion is relevant to the meeting. Ask them to share their ideas with the group—*after* the person who has the floor finishes.

Example: "Bob and Helen, I think I overheard a good answer to our question, and I know everyone will want to hear it. But we're running short of time and we need to hear everyone's idea. Can we get to yours after Mary's?"

THE WANDERERS

Wanderers are usually conscientious meeting participants. But their contributions always seem to stray from the subject at hand to long, irrelevant "war stories," complaints or questions.

Deal with wanderers by waiting for a natural break or pause in their soliloquy, and intervene. Summarize the wanderer's main point as it relates to the main topic and then move on to another participant.

Example: "So, what you're saying, Mary, is that we need better shipping cartons to avoid damage. Jack, does that present an inventory problem?"

Wanderers can't imagine anyone not being interested in their every word. So control, don't inhibit, their eagerness to participate.

THE ATTACKERS

You may have the unfortunate experience of having one of the participants launch a personal attack against you. This presents your biggest challenge as a meeting leader.

The key to handling an attack is timing. Intervene without interrupting as quickly as possible. Do your best—fake it if you have to—not to take it personally. Suggest that the two of you meet to discuss it after the meeting *and set up a specific time to do so*. This will show the others that you don't want to waste their time with power plays, but you're also not ducking any issues.

Example: You're leading a meeting on next year's advertising campaign for your company's line of herbal shampoo. You were responsible for last year's theme, "Nature's Best." Noreen, VP of sales, speaks up.

Noreen (to you): "No offense, but I'm out in the field every day and I know what grabs our customers and what doesn't. Frankly, that theme of yours is the laughingstock of the health and beauty aids industry. I overheard one buyer call it "Nature's Mess." If you climbed down from your ivory tower here and got out in the trenches where the *real* work is done. . ."

You (wrong): "Wait a minute, Noreen. I resent that. If the theme is so lousy, then why have our sales increased so dramatically over the past six months? You're so quick to criticize, what's *your* brilliant idea?"

You (better): "Noreen, your work in the field is exactly what we need to hear about in order to make this decision. But we also need to hear everyone else's ideas and we're running short on time. We'll be with you in just a minute. Now, Tom, what was that addition to the theme you were recommending?"

A good sense of humor is often the best weapon against an attack. It will show you're big enough to handle criticism, that you don't take yourself too seriously. It will also effectively and professionally take a lot of sting out of the attack.

In this example, you might try something like, "Excuse me Noreen, I want to make sure we get this down: Is that m-e-s-s?" Then quickly steer the meeting back on track as you would after any other interruption.

"Keeping your cool, much less your sense of humor, while under attack isn't easy," King said, "but it is the sign of an effective meeting leader and an effective executive."

Joanne King, Vice President of Brown House Communications in Stamford, Connecticut, made her comments while discussing the publication of her company's new business booklet, "How to Run Effective Meetings."

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WEIGHT CONTROL: A Total Lifestyle Change

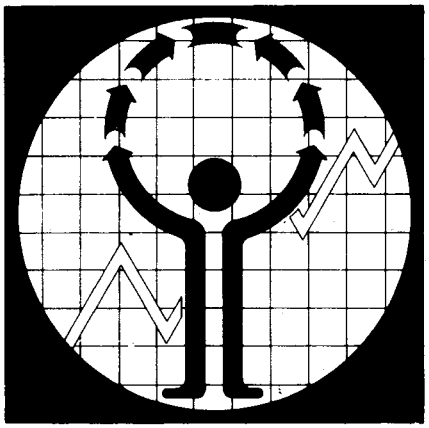
by Ann Foster

Ours is a lite, low-cal, sugar-free society. Advertisers are making a fortune on our obsession to be thin. With the average American dieting several times a year, we spend millions on diet books and magazines, special diet foods, and appetite suppressants. Some diet fanatics are even conned by gimmicks such as special creams and ointments, vibrating machines and body wraps for spot reduction.

At any given time, there may be hundreds of different diets on the market to choose from: liquid diets, fruit diets and egg diets, to name a few. Many people fall victim to unhealthy crash diets and thus establish or reinforce bad eating habits and endanger their health.

In a society where corporate executives can attend meetings on the East and West Coasts in the same day and complete meals are microwaved in 30 minutes or less, it's no wonder that we start dieting on Monday to lose those 10 extra pounds for the upcoming beach weekend. We expect results overnight and sometimes risk our health by improper dieting. Sure, we think we know how to diet. We surely know that an apple has less calories than an ice cream sandwich, but is there more to it than just counting calories? Are we really dieting in a smart way?

As representatives in a field of health and fitness, it's our obligation to educate employees on the importance of proper weight reduction. The benefits of having better informed employees are twofold. One, employees will learn how to achieve and maintain their ideal weight in a healthy manner. And two, companies will prosper, since healthier, happier employees lead to decreased absenteeism and increased morale and productivity.



One example of a large company that has taken steps in the health promotion field is Duke Power Company. Duke Power provides electricity for the Piedmont Carolinas and employs approximately 20,000 people. Duke Power provides in-house health-related training courses and in the past year hired a health promotions manager to lead its education efforts.

While some companies use their own employees to administer weight reduction programs, others choose to use outside specialists to provide these services. Duke Power currently sponsors the Weight Watchers At Work Program. The program is tailored to suit the needs of working men and women and seeks to change overweight employees' eating patterns. A specially trained Weight Watchers representative conducts weekly group sessions and covers such topics as "Coping with Coffee Breaks," "Beating the 5 O'clock Syndrome," and "Time for Yourself." While providing employees with the ability to cope with office parties and business lunches, Weight Watchers also provides a planned diet using a variety of foods from the four major food groups.

Response to the Duke Power Weight Watchers program has been quite positive, and 112 employees in the downtown Charlotte, N.C., office have lost a total of 1,538 pounds in eight, eight-week sessions. Classes meet during lunch and employees weigh in, exchange success stories, and share their enthusiasm for the program. The key to the success of the At Work Program is the convenience it provides, the confidentiality ensured, and the comaraderie employees feel as they shed pounds with fellow friends and co-workers. For more information on the Weight Watchers At Work Program, contact its national headquarters at: Weight Watchers International, Attn. Pam Todd, At Work Manager, 500 North Broadway, Jericho, NY 11753.

Organized diet-control programs not only provide us with extensive information on dieting and specially planned menus, but also teach us to be "in tune" with our bodies. Weight reduction is much more than counting calories. For dieting to produce long-term benefits, it means changing not only what you eat but how you live your life. Think of all the modern-day conveniences. There are energy saving devices to mow and edge our lawns, turn on and off our television, compact our garbage and take us anywhere we want to go in record time. It's no wonder that obesity is a major problem today, largely due to our inactivity.

Our activity level or the amount of calories expelled during activity is a large factor in determining weight loss. Let's talk about activity. Physical activity can be used as a successful weight loss program in itself. For many, regular exercise alone can result in a decrease in their weight.

FITNESS/HEALTH BULLETIN

Seek a physician's advice whenever you change your activity pattern. Serious injuries can occur when overweight individuals put excessive stress on their bodies. Take your new program slowly, one step at a time, and try to incorporate variety and fun into your daily regime. For instance, while walking a half-hour every day for a year will result in marked weight loss (that is, if your daily caloric consumption remains stable), you'll be much more likely to continue your walking program by choosing a scenic route and having a partner to share in this activity. By modifying your lifestyle a little, you will be able to see the benefits of increased activity not only in how you look, but also how you feel.

Listed below are several tips to help you become more active without drastically changing your lifestyle:

- Become involved with your corporate recreation programs.
- Join community organizations involved with activities.
- Whenever possible, use stairs instead of elevators.
- Plan vacations which include activities such as walking, swimming, biking or hiking.
- Park further away from your destinations and walk.
- Participate in household chores like sweeping, raking, lawn mowing, gardening, etc.

Increasing your activity level is one way of changing your lifestyle. Modifying your eating behavior is yet another. How wisely we choose to eat and drink directly affects our health. There are several changes we can make in our daily diets.

Stay away from foods high in sugar. They have high caloric content which promotes obesity, tooth decay and gum disease. Read the labels on processed foods. Sugar has many aliases such as sucrose, dextrose, glucose, corn syrup, corn sweetener and honey. Look for these and other hidden sources of sugar in foods such as peanut butter, salad dressing, catsup and mayonnaise. One tablespoon of catsup has more calories than one teaspoon of pure sugar!

Increase the fiber in your diet. Select from a variety of fresh, frozen and canned fruits and vegetables. Fresh fruits and vegetables are an excellent source of fiber, so eat them as close to their natural state as possible. Also, select grain products for breakfast, specifically those made from bran, wheat germ or whole grains.

Cut down on fats in your diet, particularly saturated fats. Not only are they high in calories but also contribute to health problems such as coronary heart disease and certain cancers. Use low fat milks and cheeses and eat more low fat meats such as fish and poultry.

It will be useful in your program to incorporate some of the following eating "techniques:"

1. Choose one place in your home to do all your eating.
2. Do nothing else while eating—no reading or watching television.
3. Chew food slowly and savor the taste.
4. Make eating a ritual—eat at the same time each day.
5. Use smaller utensils and leave a small portion of food on your plate after each meal.
6. Remove serving dishes from the table.
7. Get up from the table after eating—do not use the table as a social gathering.
8. Store foods out of sight.

Successful lifestyle changes can be made, but don't fool yourself—it takes hard work and dedication. Set realistic goals for yourself and make your changes gradually. If you falter in your attempt, don't become discouraged; get back on the right track and continue as before. Remember, increase your activity level, modify your eating behavior and make a commitment to follow your program. You'll shed those extra pounds and keep them off as well.

Ann Foster, Employee Activities Coordinator at Duke Power Company in Charlotte, North Carolina, is NESRA's Region IV Director.



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ASSOCIATE NEWS

New Associate Member Offerings

ADVANCED EDUCATIONAL RESOURCES
329 Hope Street
Stamford, CT 06906
(203) 852-7081
Contact: Robert J. Schneider

Advanced Educational Resources has developed a two-volume package of Career Success Vocabulary Cassettes. This self-instructional program contains 800 words used in a business context. A 20 percent discount is available to NESRA members.

AER LINGUS
122 East 42nd Street
New York, NY 10168
(800) 223-6876
Contact: Jim Burke

AER Lingus has scheduled flights from the U.S. to Ireland, Britain and Europe. Special inclusive packages for employee recreation groups and a wide range of leisure, corporate and incentive programs are available.

BAHAMA CRUISE LINE
200 Madison Avenue
New York, NY 10016
(800) 223-3223
Contact: Andy Sama

The Bahama Cruise Line offers a variety of cruises aboard the SS Bermuda Star and the SS Veracruz. Substantial NESRA discounts are available on cruise-only and air-sea packages on most sailings.

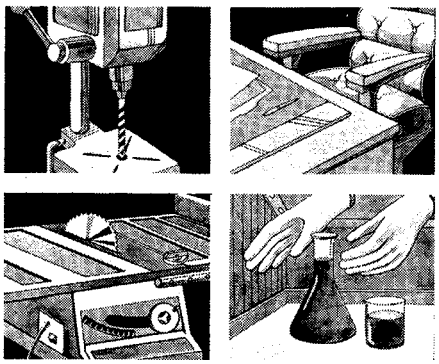
GEORGE WASHINGTON LODGE COMPANY
990 DeKalb Pike
King of Prussia, PA 19406
(215) 265-5000
Contact: Dan Logan

The George Washington Lodge Company has seven motels located on the Pennsylvania Turnpike at exits 24, 25, 27, 28 and near exit 33 of the N.E. Extension. Group rates are available.

KLM ROYAL DUTCH AIRLINES
225 North Michigan Avenue,
Suite 324
Chicago, IL 60601
(312) 861-9292, x220
Contact: Barbara Hartnack

KLM Royal Dutch Airlines flies from five convenient gateways—New York, Chicago, Atlanta, Houston and Los Angeles. KLM prides itself on quality and provides exceptional tour programs.

continued . . .



Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

Because they keep us sitting on the job — with no exercise — no chance to keep physically fit. So our bodies grow soft. We are more susceptible to disease. And industry loses billions in lowered productivity, chronic fatigue, absenteeism, early retirement.

Your company probably can't do away with the desk and chair. But, like over 400 other companies in America, it *can* provide direction and opportunity for employee fitness. A room for calisthenics, an area for running or jogging, bicycle racks and showers.

For more information about a fitness program for your company write:
Employee Fitness, Washington, D.C. 20201.

President's Council on Physical Fitness and Sports.

NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation to:

NESRA Education and Research Foundation
2400 S. Downing Ave., Westchester, IL 60153

NAME _____
TITLE _____
COMPANY _____
ADDRESS _____
AMOUNT ENCLOSED $ _____

"Deafness is something you put beside you not in front of you."

LINDA BOVE / ACTRESS



PHOTO: HELEN NESTOR

Linda Bove performed with The National Theatre of the Deaf for nine years. She has also starred in the Tony Award winning show, *Children of a Lesser God.*

Believe in them. Break the barriers.

PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED, WASHINGTON D.C. 20210

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ASSOCIATE NEWS

RADISSON INN AND JUSTUS SPORTS AND WELLNESS CENTER
8444 International Drive
Orlando, FL 32819
(800) 752-0003
Contact: Dona Meert

The Radisson Inn and Justus Sports and Wellness Center form an aquatic and wellness complex with 300 oversized rooms, meeting facilities, restaurant, lounge, wellness laboratory, Nautilus, indoor/outdoor pool, tennis, indoor racquetball, aerobics, and nutrition programs. The complex is located minutes from Disney and Sea World.

SOUTHERN ALLEGHENIES PLANNING & DEVELOPMENT COMMISSION
1506 11th Avenue
Altoona, PA 16601
(800) 252-3595 in Pennsylvania
(800) 458-3433 East of the Mississippi
(814) 946-1641
Contact: Jim White

The Southern Alleghenies Planning & Development Commission represents travel-related industries in a six-county region in southwestern and south central Pennsylvania. It offers group tour planning, and meeting and convention planning assistance. The commission is a non-profit organization which works for economic growth in the region.

WHEELING PARK COMMISSION
Oglebay—Route 88
Wheeling, WV 26003
(304) 242-3000
Contact: Patricia Mollica Hargleroad

Oglebay, a resort for all seasons, provides family and corporate recreation activities, overnight accommodations, and December's "Festival of Lights." Wheeling Park is a family recreation complex, specializing in corporate picnics. They offer discounts on admissions and hotel accommodations (based on availability).

Orlando Celebrates Fall With Discount Coupon Book

The Orlando/Orange County Convention & Visitors Bureau, Inc. announces the availability of its "Fall Celebration Discount Coupon Book" for visitors traveling to central Florida through December 20, 1986.

The book is free. Coupons will feature discounts for hotel/motel accommodations, attraction admission tickets, restaurants and dinner theaters, merchandise and much more.

Fall is the time of year for many special events and festivals in central Florida. This October, Orlando will begin celebrating Walt Disney World's year-long birthday and honor the Commission on the Bicentennial of the United States Constitution. Air fares, street festivals, art shows and a host of additional events are scheduled as part of Orlando's Fall Celebration.

Fall Celebration discount coupon books are available free by sending your name and address to: Orlando/Orange County Convention & Visitors Bureau, Inc., 7680 Republic Drive, Suite 200, Orlando, Florida 32819. Requests will be fulfilled on a first come-first served basis and supplies are limited.

Correction

In the July issue of *ESM*, the address for Total Leisure Counseling was listed incorrectly. The correct address is 2730 Wilshire Blvd., Santa Monica, CA 90403.

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The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-6001

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Keith Isenberger—(303) 277-3050.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim S. Donau—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 463-8609.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

October 29–31, 1986. NESRA Region II Conference and Exhibit. Stouffer's Inn-on-the-Square, Cleveland, Ohio. Contact Ken Evans—(216) 622-8257.

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Monthly professional journal for employee services and recreation directors, leaders, and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

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☐ Employee Health and Fitness Programs: A Folder of Introductory Information

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☐ Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. $21 for NESRA members. $26 for non-members.

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Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page, pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus and much, much more. Easily fits into a briefcase or purse, so you can take it with you wherever you go. 1–9 copies, $6 each; 10–49, $5; 50 or more, $4.

☐ An Introduction to Industrial Recreation: Employee Services and Activities

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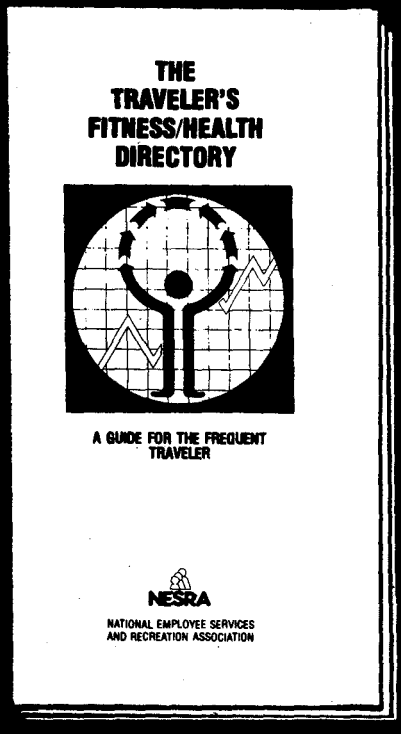
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☐ Please send me information on NESRA membership.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION HEALTH AND EDUCATION NOVEMBER 1986



Family Involvement

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.

NESRA

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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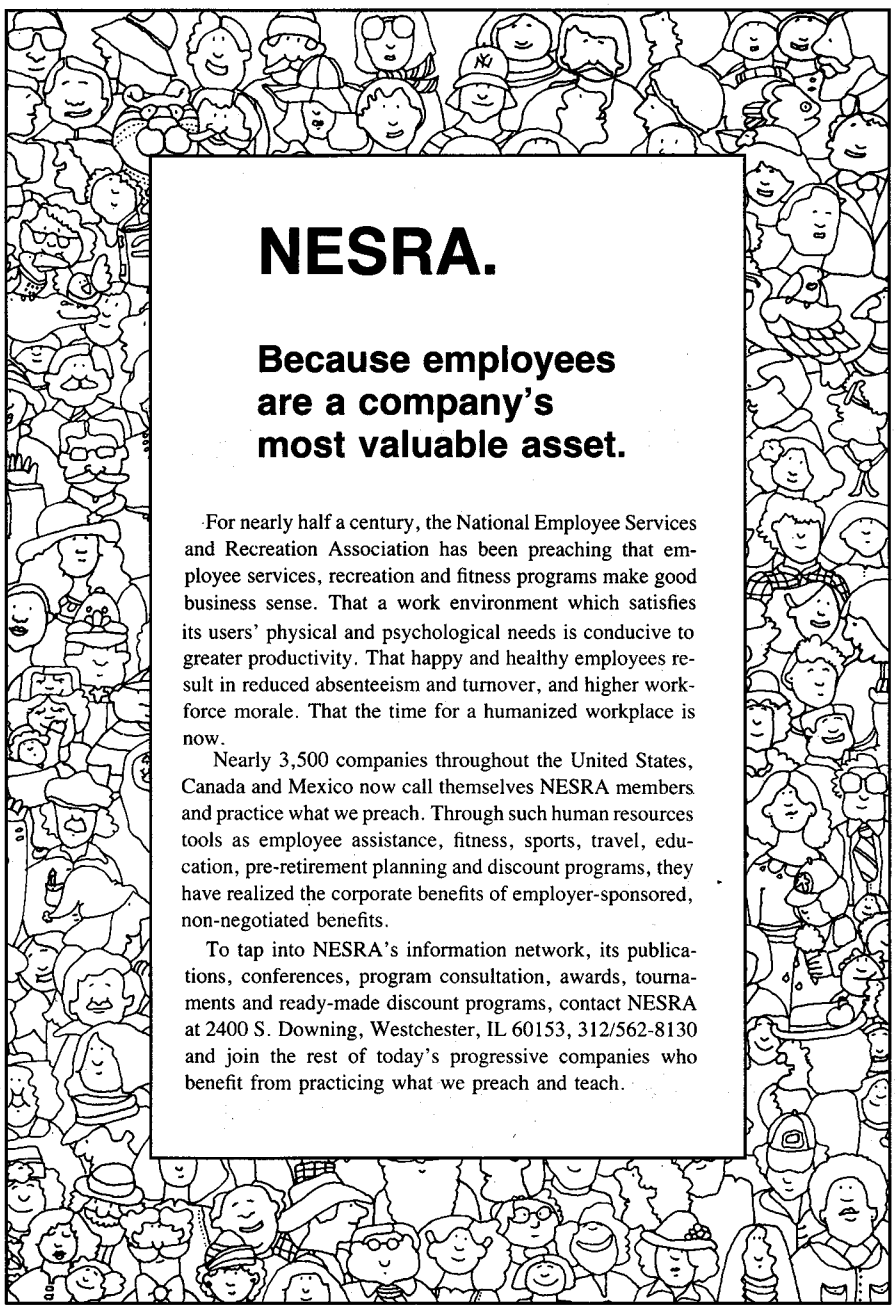
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NESRA.

Because employees are a company's most valuable asset.

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

SEE YOU NEXT YEAR at the NESRA Conference and Exhibit

Hyatt Regency
Minneapolis, Minnesota
May 13–17, 1987

EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 9

In this issue . . .

The family of the 80s is very different from the one in which most of us were reared. Today, the typical family of the 1950s—breadwinner father, housewife/mother, two children—accounts for only 6.1 percent of all American families.

Today's families come in many forms and sizes, each with its own problems, concerns and interests. This month's cover story shows how employee service and recreation managers can implement a variety of programs aimed at meeting the leisure needs of employees' families. Turn to "All in the Family: How to Get the Whole Family Involved in Your Programs."

For a look at a state-of-the-art company picnic, read "Allstate Family Day: More Than Just a Picnic." This annual event for 14,000 employees, retirees and their families features main-stage entertainment, sporting competitions, an arts and crafts fair with 100 exhibitors, an open house that includes tours of the executive offices, a parade, carnival rides and a picnic lunch for all.

Companies who have created, funded and administered an employee recreation fund may be surprised to learn that they have a partner in running the fund, but such is the implication of a recent National Labor Relations Board decision. "Recreation Fund Ruled Subject of Union Bargaining" explains a significant case.

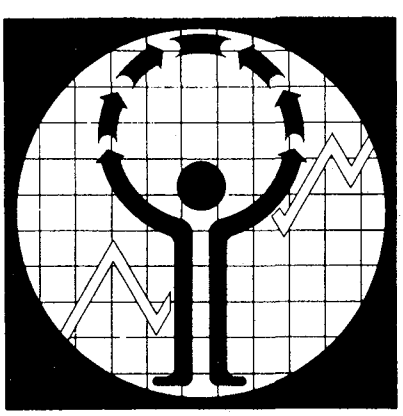


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November 1986

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

SOCIETY OF NATIONAL ASSOCIATION PUBLICATIONS

NEWS IN BRIEF

Corporate Wellness Cited as "Hot" Career

Corporate wellness director was selected as one of the 25 hottest careers in 1986 by *Working Woman*. The magazine reported that demand for corporate wellness directors, consultants and fitness trainers is growing.

"A decade ago there wasn't much of a market for corporate fitness trainers. Now, however, management realizes that fit employees reduce healthcare costs and boost productivity," reported the article.

According to *Working Woman,* corporate wellness directors are likely to have a master's degree in physiology and programming experience at a YMCA or other fitness facility. Starting salaries at medium-sized firms range from $18,000 to $29,000. Managers at top corporations with large facilities earn up to $80,000.

Travel Agencies: Big Is Better

It's a case of "survival of the biggest" in the travel agency business, according to *U.S. News & World Report*. A few huge travel agencies are growing even larger while many smaller firms go under.

The reason? Large corporations are moving their business to the large agencies. American Telephone and Telegraph, for instance, moved its $430 million a year travel expenditures from 250 agencies to just three large firms—Ask Mr. Foster, American Express and Thomas Cook.

The key to the success of the big agencies is the power that comes with volume. The agencies use it to negotiate discounted rates for their large corporate clients.

"Major corporations purchased travel at retail for the last 40 to 50 years," said consultant Peter Sontag. "Now they're finding they can get it at wholesale."

Among smaller agencies, survival tactics include mergers between smaller firms, steering clear of large corporate accounts in favor of small business clients, and service fees charged for travel planning.

Unions Target "New Collars"

Unions, in an effort to adapt to the changing work force, are courting workers employed in the country's rapidly developing service economy. Scott Widmeyer, former public relations director of the American Federation of Teachers, calls this group "tomorrow's labor movement." Ralph Whitehead, a University of Massachusetts professor, calls them "new collar" workers.

According to *The Wall Street Jour-*



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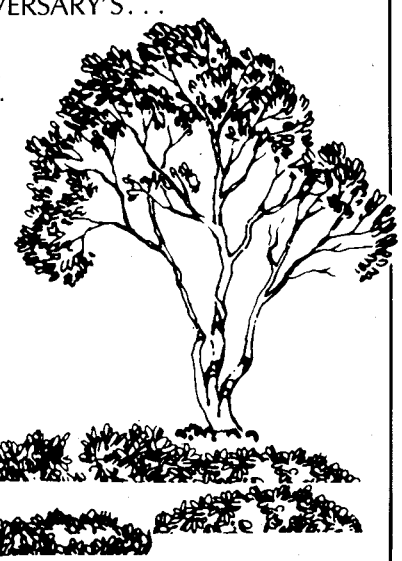
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Jennifer A. Davis
Director of Sales

nal, the term "new collar" connotes neither blue collar nor white collar jobs, but instead the wide range of service jobs like clerical workers, keypunch operators, mental health aides, computer technicians, auditors and salespeople. This group of roughly 20 million members of the Baby Boom generation outnumbers the 13 million AFL-CIO members.

"They are the segment of our society that American labor will have to reach if we expect to see the ranks of labor expand instead of contract," Widmeyer says.

To reach this new group, labor is broadening its traditional approach to include quality-of-work issues such as career development, child care, job training and reducing stress in the work place.

In a recent campaign, AFSCME (American Federation of State, County and Municipal Employees) won almost 40,000 Ohio workers, nearly half of whom fit the new collar profile. The campaign emphasized issues like work place dignity and safety, pay equity, and career development.

Average Annual Pay Rises 4.5 Percent

The average annual pay of workers covered by State and Federal Unemployment Insurance programs was $19,186 in 1985, a 4.5 percent increase over 1984, according to preliminary data released by the U.S. Department of Labor.

Alaska had the highest average annual pay of any state at $28,699. The District of Columbia was next at $26,160, followed by Michigan ($21,969), New York ($21,901) and Connecticut ($21,226). South Dakota had the lowest average annual pay level at $13,987.

The highest percentage increases in average annual pay were experienced in the Northeast in 1985. Massachusetts led the nation with an increase over 1984 of 6.6 percent, followed by New Hampshire at 6.4 percent, and Connecticut and New Jersey with 6.1 percent.

Smokey the Bear Gets Tough

Smokey the Bear's gentle reminders about preventing forest fires are a thing of the past. According to *The Wall Street Journal,* federal and state forestry officials are cracking down on those who start forest fires, even accidentally, by seeking stiff fines and payments for fire fighting costs, and sometimes even prison sentences.

"We feel like it's time to say, 'Starting forest fires is not only a bad thing, it's illegal and you can go to jail,' " said George Martin, a Forest Service official in Atlanta.

As more fires are doing more damage, the toughest penalties are still directed toward people who start fires intentionally. But increasingly, the targets are careless campers and hikers.

The Forest Service is considering legal action to collect $500,000 from a Seattle doctor who, it contends, started a fire that burned 450 acres in the Wenatchee National Forest. And the Forest Service recently collected $20,000 from a Twin Falls, Idaho, Boy Scouts of America council.

Nutrition Supplements Often Wasteful

Taking vitamins is a waste of money at best for most of us, says Purdue University nutritionist William Evers. At worst, it can damage your health.

"Forty percent of the population takes some type of nutritional supplement at a cost of more than $2.6 billion a year. That means 40 percent of us are making very expensive urine," Evers said.

"My bottom-line concern is that it promotes a false sense of security: If I take a vitamin a day, it doesn't matter what I eat."

Evers warns that not all the information is in on vitamins and minerals,

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and scientists are not completely sure how vitamins work and when they work.

"When you take a vitamin in the morning with your cereal and juice, probably only a portion of the vitamin is absorbed," he said. "Iron absorption would be aided by the presence of the ascorbic acid, vitamin C, in the orange juice. But many other vitamins would be absorbed best with more fat, which you might not eat until lunch or dinner.

"And no one knows if the vitamins that require that fat will hang around in the system, sort of like a time-released capsule, until you eat your meat loaf at dinner."

Uncertainty also abounds concerning how long the body can go without a nutrient before its reserves are depleted. But because the body does store many nutrients, an overdose can produce a sometimes fatal toxic reaction.

Large doses of vitamin A, for example, can cause weight loss, loss of hair, nausea and pain in bones and joints of children. Other nutrients known to have toxic effects are vitamins D and K and the trace minerals zinc and selenium.

New CPR Guidelines

The American Heart Association and the American Red Cross recently revised their guidelines for cardiopulmonary resuscitation to simplify and standardize teaching the procedures, reports *Employee Health & Fitness*.

Published in the *Journal of the American Medical Association,* the revised guidelines add precautions for applying CPR to people who may have infectious diseases; generally eliminate the use of back blows in choking emergencies in favor of the Heimlich maneuver; recommend using a faster chest-compression rate; and discontinue teaching the two-person CPR method for non-professional rescuers, among other changes.

Out of Shape Kids

According to the President's Council on Physical Fitness, a 1985 survey of 18,000 children showed the following:

- Among children ages six to 12, 50 percent of the girls and 30 percent of the boys could not run a mile in less than 10 minutes.
- Among girls ages six to 12, 55 percent could not do one pull-up; 40 percent of the boys could do just one.
- 40 percent of the boys ages six to 15 could not reach beyond their toes.

Megahotels Earn Their Name

For a hotel to qualify as a mega, it must have at least 1,500 rooms. *Travel Smart for Business* reports that there are 20 megahotels in the country, with several more under construction. Most are Hiltons, Sheratons and Marriotts.

To give an idea of what "mega" means in the hotel business, *Travel Smart for Business* published the following statistics on the Flamingo Hilton and Towers:

- Serves 100,000 meals a day and 500 drinks an hour.
- Cooks 3,942 million eggs, 83,800 chickens and 2,875 million strips of bacon annually.
- Washes 9.6 million pounds of laundry a year.
- Answers 387,500 phone calls a month.

What's for Lunch?

Of more than 200 office workers surveyed, 58 percent choose to eat their lunches right at their desks, reports *Management World*. Low cost is the top reason for brown-bagging it.

For those who prefer to eat lunch at a restaurant, a change of scene and socializing were the reasons most often cited.

When employees chose among 11 company benefits they prefer most, they ranked cafeterias last.

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EAP Certification Program Announced

The Employee Assistance Certification Commission of ALMACA (Association of Labor-Management Administrators and Consultants on Alcoholism) has launched a certification program designed to promote competency in employee assistance programming.

The six major content areas for testing include work organizations, human resource management, EAP policy and administration, EAP direct services, chemical dependency and addictions, and personal and psychological problems.

The first two test dates are May 16, 1987, and November 21, 1987. The candidate handbook, working title "Certification Examination for Employee Assistance Professionals," is being developed.

Certification may be awarded without testing for a limited time and to a limited population with at least nine years of experience in the EAP field. Those wanting to be considered test-exempt must apply by March 31, 1987.

For further information, contact Judi Laws, ALMACA, Suite 907, 1800 North Kent Street, Arlington, Virginia 22209, (703) 522-6272.

Cardboard Recycling May Be Profitable

Demand is up for used cardboard boxes, making it a new income source for groups interested in recycling opportunities. According to the American Paper Institute, corrugated cardboard is worth as much as $45 per ton at recycling centers. Boxes can be sold to local wastepaper dealers; check the Yellow Pages for listings.

Half of Mothers with Young Children Work

Mothers of infants and toddlers continue to be one of the most rapidly growing segments of the labor force, reports the U.S. Department of Labor's Bureau of Labor Statistics.

The Bureau's analysis shows that almost 51 percent of women with children under three years of age were in the labor force in March 1986, compared with about 42 percent in 1980. Over the same period, the labor force participation rate of mothers with school-age children rose from 64 to 70 percent.



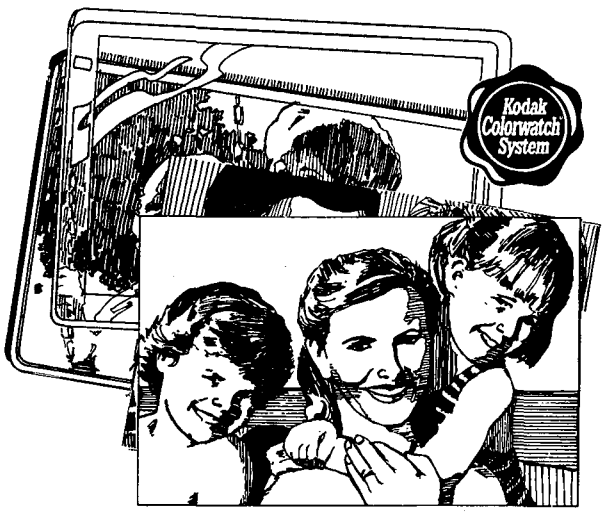
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ALL IN THE FAMILY



How to Get the Whole Family Involved in Your Programs

by Tamra Torres, CESRA

The family of the 80s is very different from the one in which most of us were reared. The typical family of the 1950s, for example, consisted of the breadwinner father, housewife/mother and two children. Today, this type of family accounts for only 6.1 percent of all American families.

Today's family comes in many shapes and forms, and each has its share of unique problems and concerns. In our companies we come across single-parent families, step-families, two-income families and extended families—just to name a few. Although there are many differences in the needs and desires of each group, when it comes to planning family recreation and leisure time, most all are looking for convenient, inexpensive ways to relax and



enjoy their precious time together.

As employee services and recreation professionals, we can help ease some of the pressure that all families face by planning and implementing a variety of programs aimed at meeting their leisure needs. The intent of this article is to suggest an area (or areas) in which to begin programming for the family. Or, if your programs already include families, you may find some ideas on ways to expand or enhance these offers.

DISCOUNTS

This area of employee services encompasses a number of ways to get the family involved. By offering a variety of discounts, a number of opportunities for family recreation are made available that otherwise could not be afforded. Working with area amusement parks and movie theatres to offer discounts is one of the easiest discount programs to manage and coordinate. Oftentimes it's just a matter of displaying a flyer advertising the discount's availability to those with company identification, or distributing discount coupons. Other discount entertainment opportunities can be arranged with your local putt-putt golf course, roller skating rink or bowling alley. Our local ice skating arena offers a corporate coupon good for 2-for-1 ice skating during public hours. It's easy to administer and a great benefit to employees.

If you want to branch out from the traditional discount opportunities, explore corporate discounts with local vendors of athletic or recreation equipment. Most places will be happy to work with you in exchange for the business you can bring them. Again, encouraging leisure and recreational pursuits while saving employees money makes for successful programs and happy employees.

TRAVEL

The travel and tourism industry is one of the biggest businesses in the United States. Each year, billions of dollars are spent in search of the perfect get-away or adventure. When planning these programs and trips, don't forget the *family*! The Las Vegas packages, trips to the horse races and European vacations more than likely are not going to attract this group.

Some of our NESRA associate members can assist in this area. Programs like the Disneyland/Disneyworld Magic



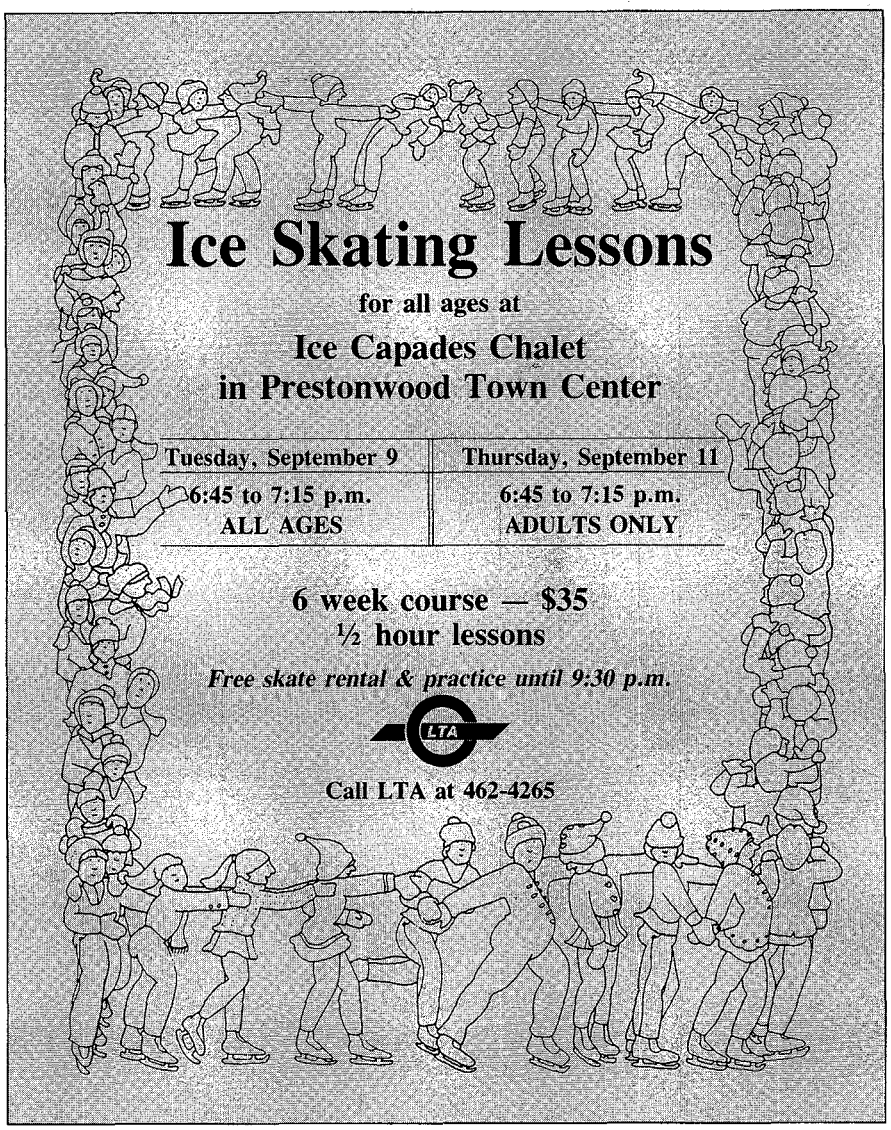
***All ages** turned out for the family bicycle ride sponsored by the Lewisville Texins Association.*

Kingdom Club, discounts at Sea World, and the Zoofari Club at the San Diego Zoo, are all easy to administer, often only involving an announcement in the company newsletter.

Ski resorts, national parks and other vacation resorts that incorporate a number of activities are all popular for family travel. Although discounts are not always available for these destinations, the recreation office can provide employees with information, such as maps, pictures, information phone numbers, etc. Yellowstone Park and the Grand Canyon would be good places to start when collecting travel information for your employees. For information on Yellowstone Park in Wyoming, call its general information number (307) 344-7401. Grand Canyon (Arizona) information can be obtained by calling (602) 638-7888. For other popular spots, contact the local convention and tourist bureaus. They are always happy to send information.

If you find you have families looking for more adventurous activities, a good source is *The Leisure Alternatives Catalog*. This book offers many ideas as well as an entire section on "Learning Together" programs for the family. This section specifically discusses inexpensive family vacation options based at major universities. It's worth adding to your resource library.

To accommodate families who seek camping or other outdoor travel vacations, equipment can be purchased by your employee association, club or the company for renting or loaning to employees. If you want to serve this group further, hook up with your local outlet of the American Camping Association and offer its Outdoor Living Skills Program. It's meant to teach those who have an interest in the skills adaptable to outdoor camping environments.



***Skating classes** gave parents and children the chance to learn a new skill together.*

For families with older children, Sierra Club Service Trips are available. These trips are planned in coordination with forest and park services across America. The six to 12 day trips offer the chance to build a close relationship with the environment and with the family, while working on worthwhile projects.

An article I found in the May 1986 issue of *Better Homes and Gardens* titled "Destination U.S.A." explored 20 thrifty family vacations including ideas for home exchanges, farm vacations and mini-cruises. Again, start a simple file of ideas like these and let employees know you care about helping them plan their family vacation.

SPORTS AND EXERCISE

Setting an athletic example for children has become important for parents in the 1980s. The norm for children is a sedentary lifestyle in front of the TV or playing computer games. Kids are not, for the most part, developing exercise, fitness and health skills to take into their adult years. There are many ways in which the corporate recreation program can help educate the family and provide programs that encourage a healthy lifestyle.

One way to accomplish this is by allowing dependent children into your facilities. Although there is usually a minimum age required for use of fitness equipment (it's 16 at Texas Instruments), there's no limit to the other



activities you can provide in your facility—like exercise classes. You may be familiar with the famous "Mousercise" classes designed for kids. Why not adopt something similar and offer it at the same time you offer your adult fitness classes? It's a great "babysitter" for the kids and can introduce them to basic exercises and concepts. Your adults will also appreciate it, and it can relieve some of the guilt felt by leaving the kids at home. If you don't have the space or staff for separate classes, encourage your adults to bring children to their classes. As long as they know that they are responsible for looking out for their children, it really creates no problems.

A major component of our employee programs centers around sports leagues. Each year we organize softball, basketball, bowling, golf, tennis, volleyball, soccer, etc. leagues for our employees. Likewise, city parks departments, schools and other organizations organize the same for kids. So, how can we get the two together?

I don't feel it is necessary or practical to plan ongoing family sports leagues. In most areas of the country, there are numerous activities for all ages, and there is not a real need for added ones. Where the corporate recreation program can get involved and sometimes does, is in the area of annual sports competitions. Popular events are father/son softball tournaments, mother/daughter tennis tournaments, or any event that encourages parent/child interaction. Combine your event with a post-activity potluck or barbecue and it really becomes a family affair.

For your active, outdoors-type families, sponsoring family outings such as hikes and skiing can be very refreshing. Not only will they get exercise, but parents often find that sharing the great outdoors with their children is one of their greatest experiences together. Take skiing for example. Many adults ski with a sense of urgency, the goal being to reach the bottom of the mountain. Add a child to that same experience and it becomes much more than skiing—parents begin to notice the beauty of their surroundings through the child's eyes.

Bringing in local experts on the effects of exercise on children can help ease parents' minds about getting their children actively involved in exercise programs. Emphasize that, done in moderation, exercise can play an important part in the development of a child—physically, emotionally and intellectually. This kind of education can enhance participation in future family fitness programs.

For beginners, offer a family working program with incentives for miles walked as a family. Keep logs posted in your activities center, and provide route maps with mileages of neighborhood parks or other recreational facilities. This encourages variety in a walking program.

There are many programs you can do in the area of exercise and sports. It is an increasingly important area where the family needs training and guidance, and one in which the employee services staff can offer a great deal of assistance.

SPECIAL EVENTS

This is personally my favorite area in which to provide family programs. In my experience, special events have the highest rate of participation of all family programs and provide some of the most rewarding experiences for the recreation staff.

Planned around holidays, or whenever you choose to schedule them, special events for families can generate a lot of excitement in anticipation of the event. When run successfully, they can leave the family with good feelings about your program, the company and each other.

The most popular special event held at most companies is the annual company picnic. Usually held in the summer months, it offers employees a relaxing time to meet with each other's families, join in fun competitions and enjoy a meal together. These events go a long way toward building good feelings about the company from family members. The recreation department can assist by organizing fun competitive and non-competitive activities for all.

Another fun family event I've been involved in is an Easter egg hunt, in which one parent helped hide the eggs while the other kept the children preoccupied. Then, parents stood back and snapped pictures, while the kids hunted the eggs. It was great fun for all.

A popular class that we offered to attract family participation was family ice skating lessons. This "all ages" class gave parents and children a chance to learn a new skill together. We also sponsored a family bicycle ride this year. A safe and easy seven-mile route was established, ending at a beautiful park where hot dogs awaited. Parents who were not interested in the ride went to the park to prepare the meal. We also rented out the local roller skating rink for a family evening recently. We picked a night when it was closed to the public and invited any and all families to participate.

The programs that can be provided in the area of special events are infinite.

Halloween costume contests (where parents dress up and kids judge, or both dress up and you judge!), pet shows and talent shows are among the many opportunities available. Spend some time planning ones that will meet the needs of your employees and/or your community, and all will benefit.

COMMUNITY INVOLVEMENT

There are a number of community activities to promote for family participation, especially around the holidays. Organize a food basket program where families who are able provide Thanksgiving dinner for those who cannot afford it. During the Christmas season, a family carolling party for local nursing or retirement homes is a welcome event. Here again, the possibilities are enormous. Most of your families will be willing to get involved in a good cause, and they will benefit by working together to help others in your community.

The past two years for the company's United Way campaign, we have held a contest for the poster design used in promoting our campaign. Parents are encouraged to have their children draw a poster based on a specific theme (Super Heroes one year, E. T. another) and incorporate the United Way campaign. Their entries are then judged by the site newspaper staff, and the winning poster is used throughout the campaign.

As employee services and recreation professionals, we are constantly reminded of the important role played by sports and activities toward building morale and camaraderie, releasing tension, and breaking down the barriers between management and employees. Very rarely do we talk about the importance of *family* recreation and fitness activities to the employee's well-being. I hope this article has offered some insight into this important aspect of our programs. As employee services and recreation managers, we can help ease the pressure in today's hectic world by sponsoring activities that promote family fun.

Tamra Torres, CESRA and Manager of Employee Services and Recreation at Texas Instruments, Inc., Lewisville Plant, is NESRA's Region VI Director.

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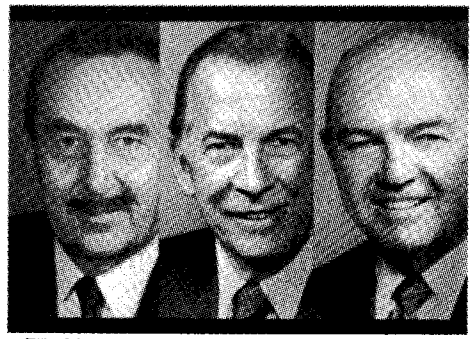
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Elliot M. Estes Edward N. Cole F. James McDonald

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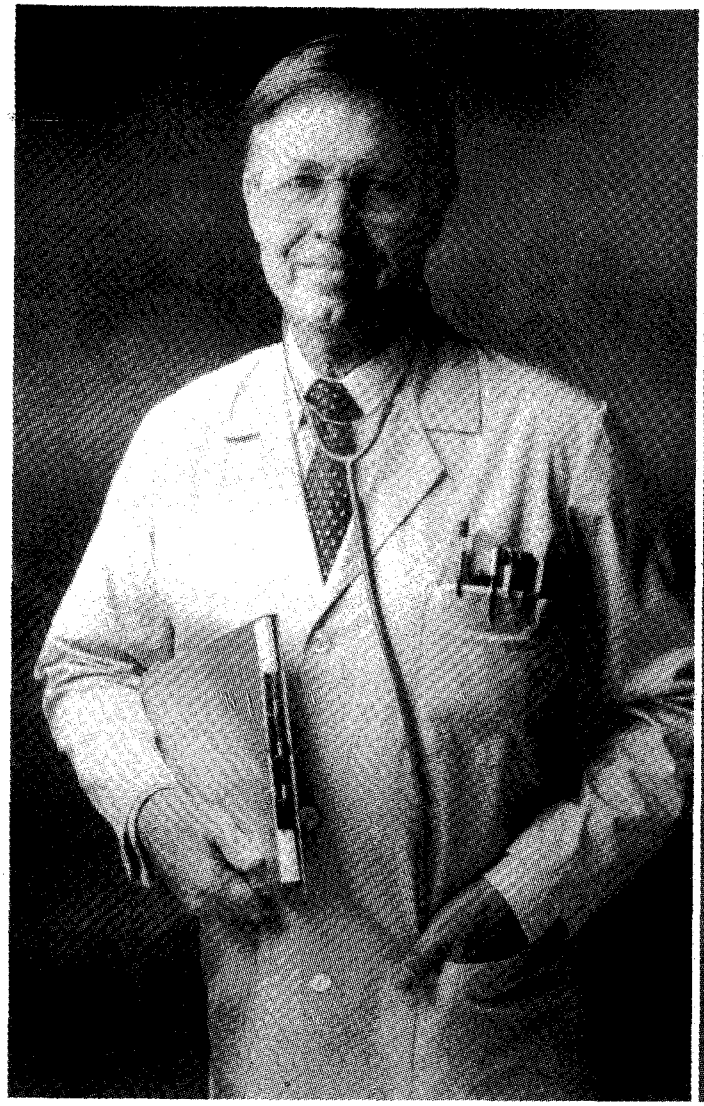
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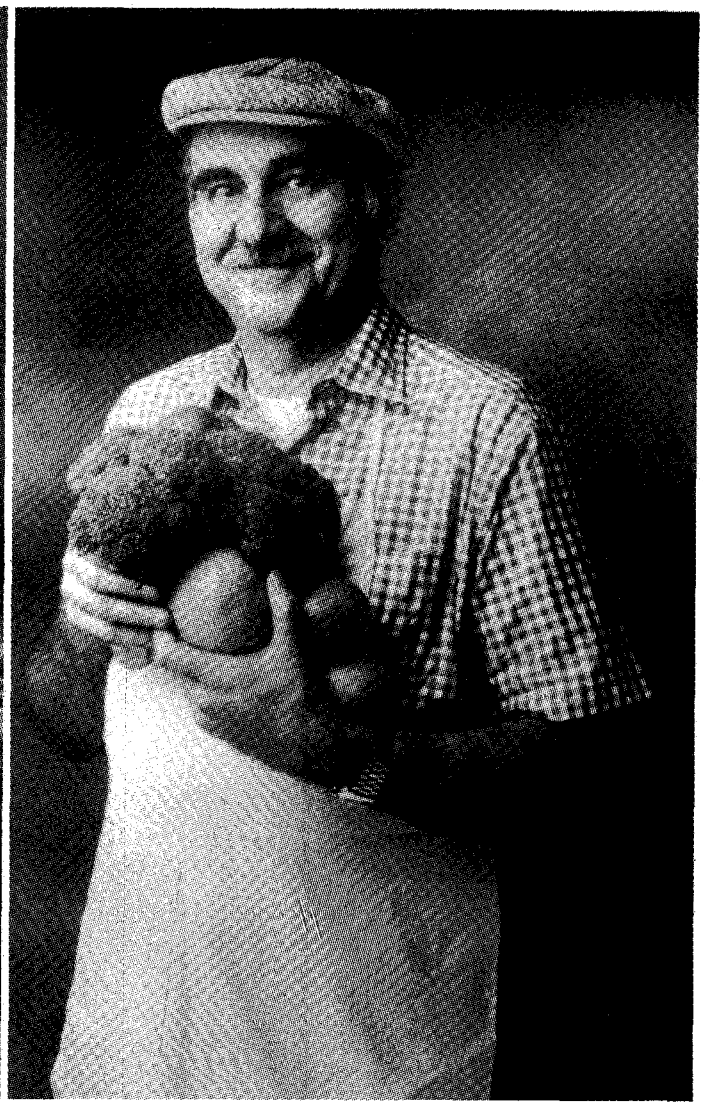
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But there's strong evidence that your greengrocer has access to cancer protection you won't find in any doctor's office.

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Vegetables such as cabbage, broccoli, brussels sprouts, kohlrabi and cauliflower may help reduce the risk of gastrointestinal and respiratory tract cancer.

Fruits and vegetables (and whole grain cereals such as oatmeal, bran and wheat) may help lower the risk of colorectal cancer.

In short, make sure you do what your mother always told you to do. Eat your vegetables.

AMERICAN CANCER SOCIETY®

Publicizing Special Offers

by G. Robert Rank

Your membership in an employee recreational service association can be highly rewarding and profitable to your fellow employees provided they get the message. For them, that message is What?, How?, or When? can I benefit. Getting the message out to our fellow members is our goal at the Libbey-Owens-Ford (LOF) plant outside of Toledo, Ohio. Our company employees, as members of NESRA through the local T.I.R.E.S. chapter (Toledo Industrial Recreation and Employee Services Council), are provided many valuable services.

THE MESSAGE

Each month we receive many special offers from the T.I.R.E.S. associate members through our chapter office. The T.I.R.E.S. organization offers its associate members the opportunity to mail their current sales offer or a special notice on a current service with the monthly newsletter. T.I.R.E.S. charges a nominal fee for this mailing service which potentially could reach 132,000 individuals and their families by way of our 321 member companies.

WHO GETS THE MESSAGE OUT?

As a member of the Salaried Activities Council at the LOF plant, I feel it is extremely important that this timely information be circulated among the 1,300 hourly and 185 salaried employees at our location. One of the reasons Libbey-Owens-Ford became a member of T.I.R.E.S. was because of the many benefits the employees could receive from our membership. But it is up to

the Salaried Activities Council, who receive these notices, to fulfill its responsibility by making sure these messages get out.

TIMELY OFFERS

Each month when the T.I.R.E.S. newsletter arrives, we want the employees to get the message so they can take advantage of the limited time offers—offers such as 50 tickets remaining for the PGA, limited seating remaining for a special performance at the local dinner theatre, or limited quantities on a special members sale.

WAYS TO SPREAD THE WORD

In a larger company or where groups or divisions are separated by large work areas or distance, we have three options:

Send out individual mailings. Individual mailings to each of your employees can be done if you have a person who can devote part of his or her time to provide that personalized service. Unfortunately, we are unable to do this and found that not all employees are interested in the new car offers or that special cruise to an exotic island in the South Pacific, so you could be wasting that individual's time and efforts as well as paper. We do pass out individual copies at the hourly payroll distribution areas of brochures such as discount cards, individual passes and items of that type.

Post on departmental bulletin boards. In our major factory departments, we have bulletin boards which are limited in size and, of course, contain all type of information on safety rules, official company business and special interest concerning recreation. These work well particularly if you have a willing volunteer in that department to post the notices. These bulletin boards provide both the hourly and salaried employees with special information on current offerings. However, this method has its limits in that you have only one copy available on the board and no facility for copying at hand.

Post in a central location, high traffic area. We utilize the central office bulletin board located in our copy center room to advise our salaried employees of the current T.I.R.E.S. promotions and information because all our salaried employees have access to this area and can see these monthly notices.

A CENTRAL LOCATION

At our plant, the Salaried Activities Council's main function is to service the salaried employee; because of this, the central bulletin board is in the area that provides the greatest benefit to this group of employees. The large copy center in the main office of our plant is in an area that almost all salaried employees frequent sometime during their working day. There is a wall with three large bulletin boards displaying current company notices, health and

safety tips, and the current T.I.R.E.S. notices. Our management agreed that the copy center board was a good location for the employee to view and share the monthly T.I.R.E.S. notices, and they consented to our utilizing one of the sections of the copy center bulletin board. They did make one stipulation—that the following disclaimer statement be shown:

"Discount information provided exclusively for Libbey-Owens-Ford employees with the understanding that no guarantee of satisfaction exists on the part of the company. Employees are encouraged to investigate discount opportunities and to exercise discretion prior to participation."

HOW IT WORKS

The bulletin board section used is titled T.I.R.E.S. Informational Board. In the center of the section the T.I.R.E.S. logo appears along with a brief explanation of what the T.I.R.E.S. chapter membership is all about. Also, instructions on how to use the board are posted. These basically invite the employee to select a particular notice that he or she might be interested in, remove it from the board and make a copy for his or her personal use. They are then requested to re-post the flyer. By having just a single copy of the notice on the board, it allows us to maintain the orderly appearance of the board without having extra copies of the notices scattered on the floor.

BOARD UPKEEP

The maintenance of the bulletin board takes only a few minutes. When the current offerings are received from the T.I.R.E.S. office, they are posted immediately. Any outdated notices are removed unless their dates are extended. As far as missing copies and employees not following directions, the fact is that the bulletin board today is just as full as it was when the new postings were made. We have had good cooperation.

RESULTS

Does the system work? Is the message getting out? These are all questions I continue to ask myself each month while diligently posting the current additions to our T.I.R.E.S. bulletin board. It is not possible to fully evaluate the benefit the associates are receiving from this program without a survey. But I can testify that the system is being used by our employees.

How do I know? You can tell by the number and size of the pin holes in the notices and their changing location on the board. I have to believe somebody other than me is taking the notices down, making copies and re-posting!

G. Robert Rank is a Senior Cost Accountant at Libbey-Owens-Ford Plant No. 6 in Rossford, Ohio, and a member of the Rossford Salaried Activities Council. He is also Vice President of Administration for T.I.R.E.S. (Toledo Industrial Recreation and Employee Services Council).



What does the coordinator of a company picnic for 14,000 people think about the day after the event? The next year's picnic, of course.

It takes almost an entire year of planning to organize "Family Day," the company picnic for employees and retirees of the home office and eight nearby office locations of Allstate Insurance Company.

The event takes place on the grounds of Allstate's home office complex in Northbrook, Illinois. In many ways, Family Day resembles a small county fair. The day features main stage and traveling entertainment, several sporting competitions, a picnic lunch, an arts and crafts fair featuring 100 exhibitors, an exhibits tent, an open house, including tours of the executive offices, a parade and door prize drawings. The picnic is free of charge to employees and their families.

Since its inception in 1979, Family Day has grown tremendously, both in scope and in the amount of organization required. Improvements are made each year based on previous experiences which have helped the event become more and more polished.

Those of you who organize your own company picnic know that planning is not an easy task. There are numerous variables that must be considered—everything from budget restraints to selecting the best date and location. There are several key organizational factors that help make Family Day a success, some of which other companies may want to consider when planning their own company picnics.

***Performances** by the Jesse White Tumblers, a tumbling troupe from the inner city of Chicago, were popular entertainment attractions.*

More Than Just A Picnic

ALLSTATE FAMILY DAY

by Mary Huber

ORGANIZING COMMITTEE

Ten volunteers and a chairperson comprise the organizing committee responsible for planning Family Day. Each member of the committee is responsible for one of the following areas:

- Entertainment
- Exhibits
- Arts & crafts
- Carnival
- Sports
- Open house/tickets
- Grounds operations
- Volunteers
- Door prizes/printing
- Promotion

The committee meets regularly for seven months prior to Family Day. Members are given flexibility in making decisions about what will take place in their area, with guidance from the chairperson. They are also given files from previous years so they can build upon past successes and avoid past failures. Former committee members are often tapped for advice.

Approximately 250 volunteers are used in the organization of Family Day. Without these volunteers, the success of the event would be impossible. Employees learn of volunteer opportunities through a flyer that is distributed approximately one month before the event. They are then given an opportunity to sign up for one- or two-hour volunteer spots either on Family Day or for setup the day before.

Allstate has had very good luck in recruiting volunteers for a number of reasons:

- Volunteers are well informed about the day and about their duties through an informational/training meeting of all volunteers.
- Top management shows its support of their volunteer efforts by attending the volunteer meeting.
- A special Family Day T-shirt is produced each year, and is given out *only* to volunteers.
- The actual responsibilities are interesting.
- Volunteers are recognized after the picnic with a "thank you" coffee reception hosted by the chairman.

All of these items add up to a volunteer activity that is not only fun, but recognized and rewarded.

LOCATION

The decision to hold Family Day on



***The carnival** is always a favorite entertainment spot for the young—and the young at heart.*

home office grounds has understandably resulted in producing more organizational work for the grounds crew and the organizing committee. The advantages, however, have outweighed the disadvantages.

The Open House portion of Family Day is made possible by holding the event on home office grounds. During the first hour of the picnic, employees are welcome to take their families to the executive offices where they can shake hands with the chairman, the president, and other top executives. Employees are also welcome to take their families into their own work areas.

A second obvious advantage of holding the picnic on site is that it offers the organizers total control of the event. The committee and grounds crew have final say in everything from placement of tents to location of portable toilets.

Third, the decision has resulted in a great reduction in picnic expenses. Since the property is owned by Allstate, there are no rental fees incorporated into the cost. The location also enables us to commission the home office food service company to provide the fare for Family Day—at a cost lower than available from outside vendors. Since food is the most expensive part of the day, cost saving measures here are crucial.

During Family Day 1986, employees and guests consumed:

- 14,000 hamburgers.
- 8,000 hot dogs.
- 14,160 ice cream novelties.
- 17,000 boxes of popcorn.
- 40,000 cans of pop.

A COST-SAVING IDEA

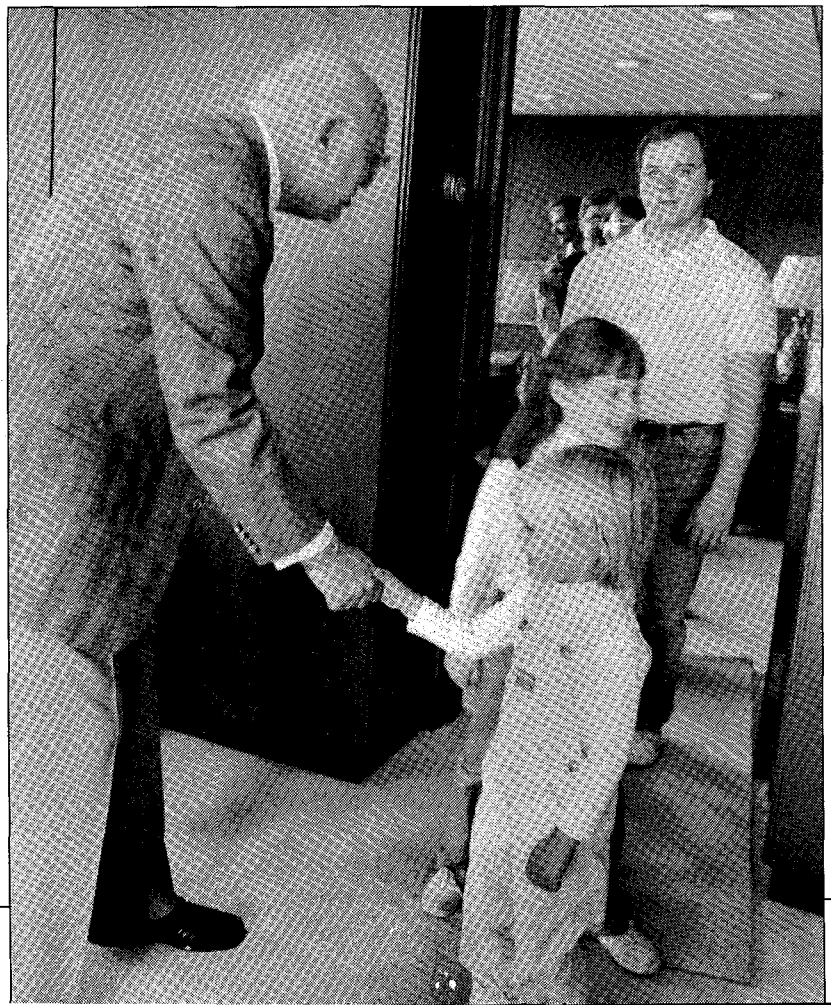
One great cost-saving measure made four years ago was the decision to purchase smaller cans of pop. When a picnic is spread out over 120 acres of land, people have the tendency to eat and drink on the move. As a result, people seldom finished a full 12-ounce can of pop, and thousands of dollars worth of pop was being wasted.

To reduce this problem, Allstate contracted with a beverage distributor to purchase eight-ounce cans of pop, rather than the usual 12-ounce can. The decision has proved extremely cost-efficient. Employees are still welcome to enjoy all the pop they like, while Allstate enjoys the cost savings resulting from less waste.



***In keeping with** the '50s theme of Family Day 1986, Elvis Presley impersonator, Rick Saucedo, performed a very convincing mainstage act.*

***An open house** held during Family Day provides an opportunity for families to meet with the company's top executives and tour the executive offices.*



TOP MANAGEMENT INVOLVEMENT

Because the concept of Family Day came from the top down, there has never been a problem getting top management support of the event. The concept was formulated by the present chairman of Allstate, when he was vice chairman in 1979, as a way of saying thank you for a job well done.

The chairman regularly gets involved with both the planning and the activities that take place during the picnic. The date of the picnic is decided approximately one year in advance to enable top management to clear that day on their busy calendars. An official letter of invitation distributed to each employee is signed by the chairman. Top executives are actively involved in

the Open House portion of the picnic and greet guests as they tour the executive offices. The chairman or president also represents top management during a meeting of all volunteers held the day prior to the picnic, and at a reception given after the picnic to thank volunteers.

Keeping top management involved in the picnic has been crucial to the event's acceptance by both employees and top management.

USE OF A THEME

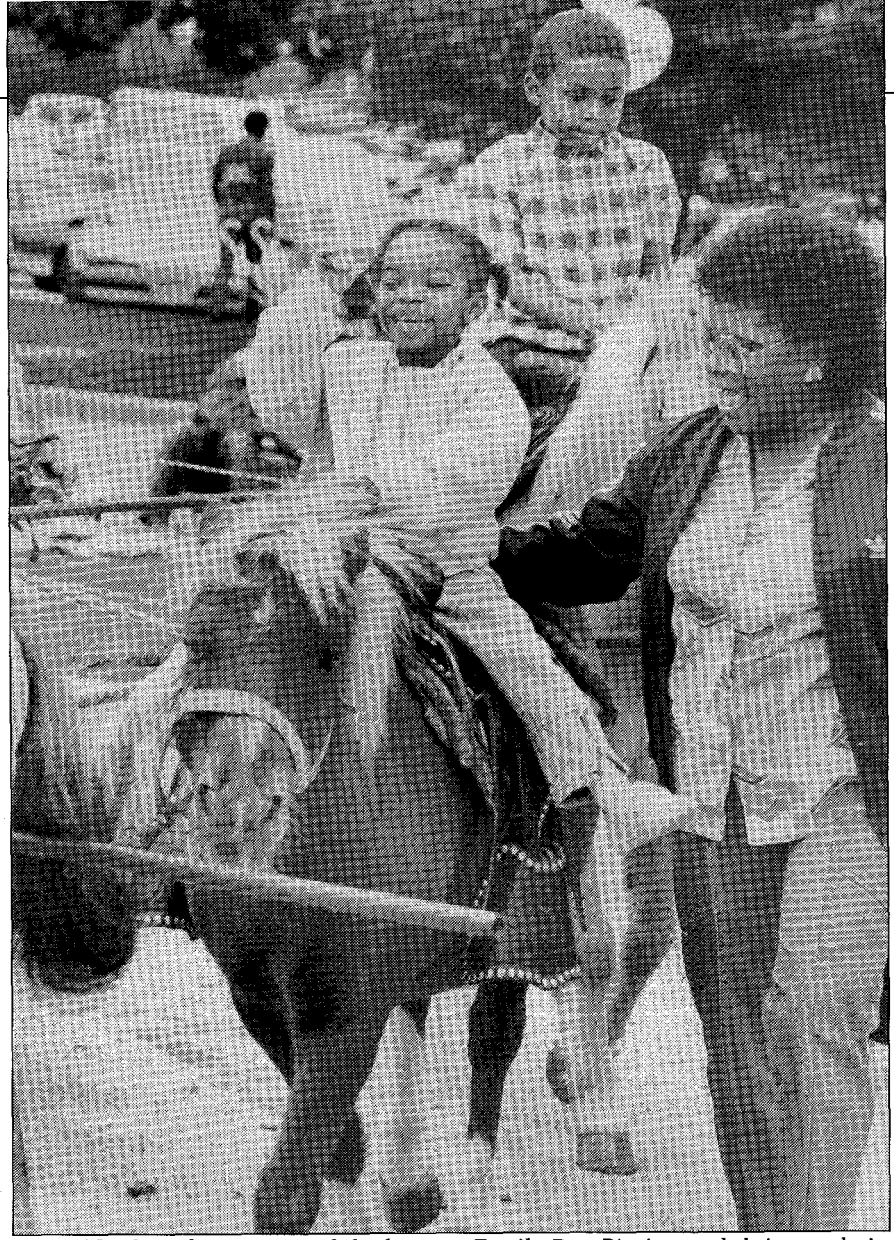
Even with the variety of things to do that Family Day offers, it is still important to offer new activities each year to keep the day interesting. Allstate achieves this by using a new theme for each picnic.

The 1986 picnic had a '50s theme, which was incorporated in the entertainment, exhibits, and publicity. Entertainment included a variety of '50s acts, including an Elvis Presley impersonator. It also included competitions popular in the '50s, such as a hula hoop contest and a bubble gum bubble blowing contest. The theme also offered the perfect opportunity to display '50s cars, some of which were owned by employees.

Past themes which offered many opportunities for entertainment were a western theme, a circus theme and a festival theme.

ATTENDANCE CONTROL

In an event where as many as 15,000 people can be in attendance, there is a definite need to discourage non-employee participation. This is done by issuing tickets to employees. Employees are surveyed several weeks prior to the event to determine an attendance count. This count is also vital in planning for food and parking. Employees and their immediate families or a guest are "invited" by their department coordinator. During the week prior to the event, tickets are distributed on a one-ticket-per-car basis. Tickets are then presented at the main entrance to gain admission. The tickets are also used for the door prize drawing and give employees an incentive to "remember" their ticket.



***Pony rides** have been a part of the last two Family Day Picnics, and their popularity grows each year.*

Allstate also has discovered how to slip a little education into its picnic in a fun way. A 60′ × 120′ exhibits tent has turned out to be an on-site schoolhouse for employees. Members of the running club, the choir and the ski club share tent space with sister companies of Allstate and thirty other exhibitors. Employees visiting the tent learn more about other parts of the company, as well as opportunities for involvement within Allstate and the community. Outside organizations who have been invited to set up educational displays include groups such as the American Heart Association, Big Brothers/Big Sisters and the YMCA.

In recent years a separate tent was added to bring attention to the company's United Way campaign. The tent featured fingerprinting of children as a service to parents, and displayed exhibits from six area United Way agencies.

SOMETHING FOR EVERYONE

If there is one single factor that contributes to the popularity of Family Day, it is probably the variety of offerings. The day features everything from a petting zoo for the youngest of participants to a hospitality booth for company retirees. Whether employees go to a company picnic for the entertainment, to meet the chairman, to compete in a sporting event, or just to get a burger, Allstate's Family Day has something for everyone.

Mary Huber is a senior corporate relations representative for Allstate Insurance Company at its home office in Northbrook, Illinois. She has coordinated Family Day for the past two years.

It's unbelievable how some people collect firewood.

They saw down signs. Hatchet trees. Even hack apart picnic tables.

And tragically, repeated vandalism has forced many areas to be closed permanently.

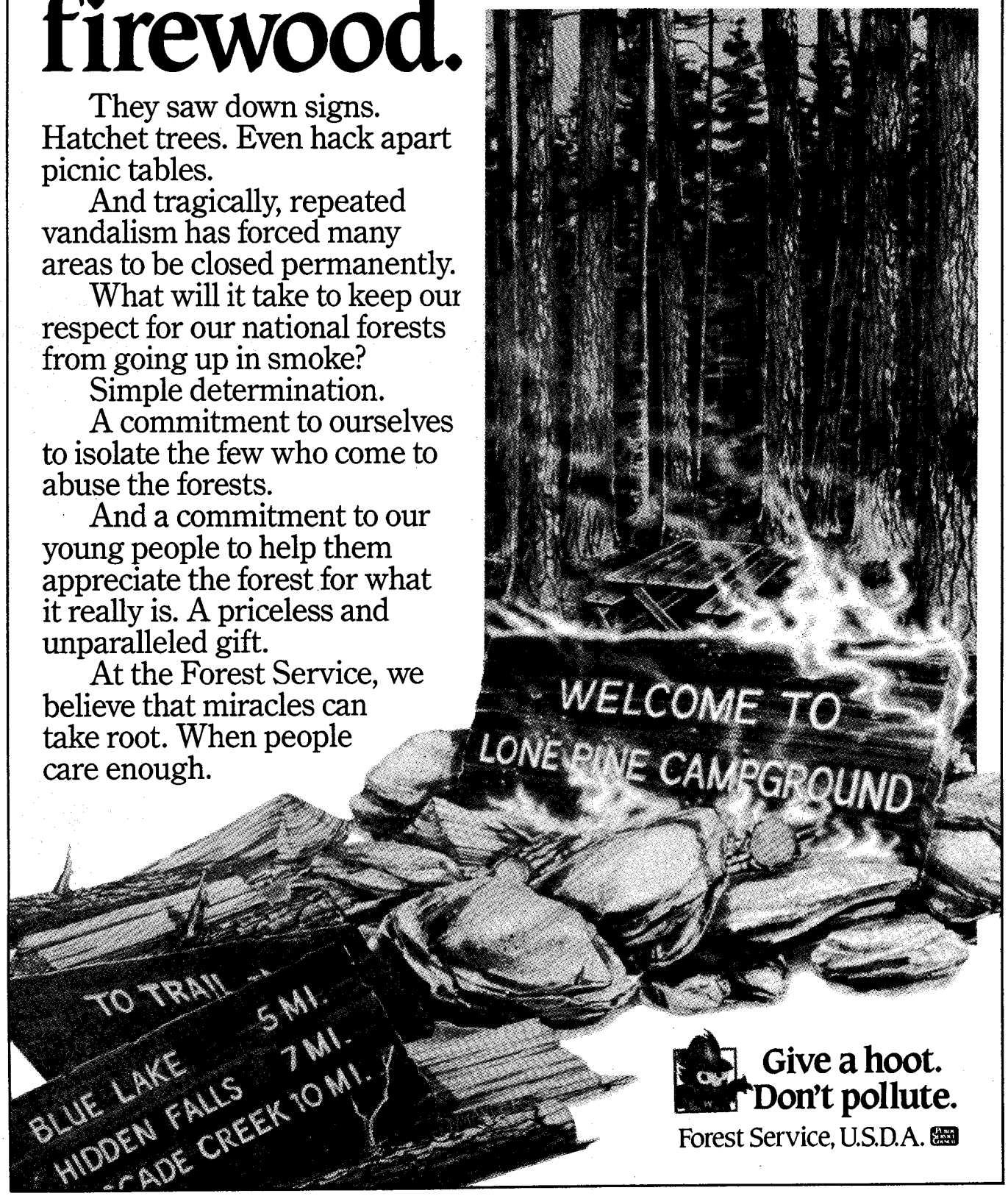
What will it take to keep our respect for our national forests from going up in smoke?

Simple determination.

A commitment to ourselves to isolate the few who come to abuse the forests.

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Give a hoot. Don't pollute.

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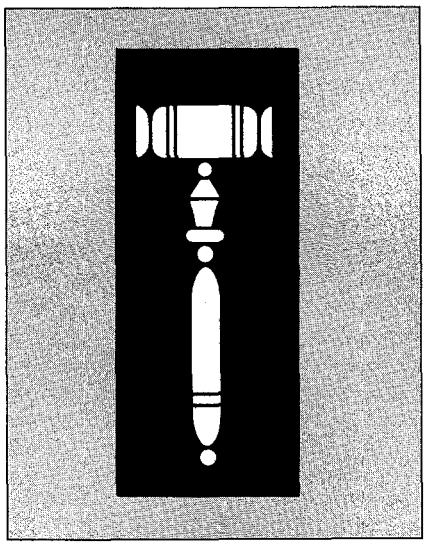
Recreation Fund Ruled Subject of Union Bargaining

by John J. Murphy, Jr.

An employer who has unilaterally created, funded and administered an employee recreation fund may be surprised to learn that it has a partner in running the fund, but such is the result of a recent decision of a panel of the National Labor Relations Board. In *Getty Refining & Marketing Co.*, 279 N.L.R.B. No. 126 (1986), a 2-to-1 majority of the panel concluded that such a fund was a mandatory subject of bargaining and that the union which represented some of the employer's work force could demand to bargain on the subject.

In the *Getty* case, the union represented 448 employees. Another 350 office and supervisory employees were not represented by the union. Another 500–1,500 independent contractors worked at the facility during the year. The company unilaterally created the employee activity fund in 1956. The company and union had never bargained about the fund; it was never mentioned in any labor agreements and no grievances had ever been filed about the fund.

The fund operated to sponsor employee social and recreational activities. Employees would submit suggestions or proposals for activities. The company's director of employee relations had the sole authority to authorize disbursements. The fund subsidized an employee Christmas party each year until 1983, when the policy of the employer's parent company discouraged Christmas parties. Since 1983, a fall Harvest Ball was substituted. The fund also supported golf outings, softball, bowling and retirement parties. Subsidized activities were required to be



open to all employees and their families, including nonunionized employees and the independent contractors.

The fund was financed from the profits of the food vending machines in the plant. Naturally, these machines were used by union and nonunion employees and contractors on the site. In addition, the director of employee relations would add additional sums to the kitty to fund appropriate activities. For example, in 1983 the fund received $12,996 from the vending machines and the company added another $783.

In 1983, during negotiations for a new collective bargaining agreement, the union first asked the company for data on the fund: vending machine income, source and amount of any additional funds, fund balance, amounts expended and a list of functions and groups receiving funding. The employer declined to provide most of this data. Because vending machine prices are a subject over which an employer is required to bargain if the union requests, the company did reveal the vending machine income. The union filed a refusal to bargain charge with the NLRB.

Under the National Labor Relations Act, where employees have selected a collective bargaining agent, their employer must bargain in good faith (upon request) with respect to "wages, hours, and other terms and conditions of employment." Refusal to bargain about such "mandatory subjects" of collective bargaining is an unfair labor practice. And the duty to bargain includes a duty to provide the information necessary to permit the union to adequately represent the employees.

The NLRB panel majority ruled that the employee recreation fund was an employment condition and a mandatory subject of bargaining; the employer was therefore obligated to bargain and furnish information about it. The Board determined that the fund was "a significant economic benefit to the individual employee and a substantial annual sum which constitutes an integral part of the total economic package available to employees."

Even though the employer established the fund unilaterally, the Board panel majority did not consider the fund to be a gift. The union had a right to the information requested in order to bargain about continuing, modifying or replacing this benefit.

NLRB Chairman Dotson dissented. In his view, the sponsorship of group activities for employees is not compensation; it is more akin to gifts such as Christmas turkeys or hams. (The Board held in the 1984 *Benchmark In-*

dustries case that such gifts could be unilaterally discontinued by an employer.) But the majority view prevails, and Getty Refining was ordered to bargain with the union about the recreation fund.

If the *Getty Refining* principle is not reversed by a subsequent Board decision and is accepted by the reviewing appellate courts, any employer sponsoring such a plan can be required to bargain with its union about the funding, operation, use and philosophy of such a plan. Furthermore, an employer may not change a working condition which is a mandatory bargaining subject without first bargaining with the union. Thus, if a company decided to drop its employee activity fund program, it could not do so lawfully until it had proposed the change to the union and bargained over the proposal in good faith (if the union wished to bargain).

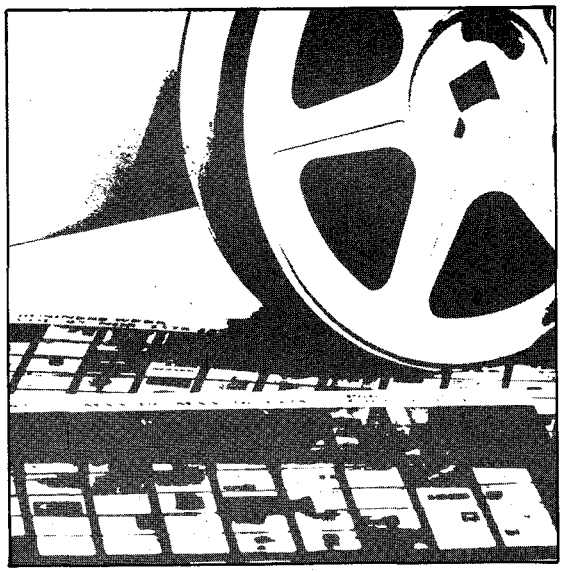
If no agreement was reached, the employer would be free to implement the change, but the restraint on the employer's discretion and the delay inherent in the process are obvious. And, if the employee activity fund is contained in a written labor agreement, the employer would not be free to unilaterally change it (even after negotiations) during the term of that contract; unilateral mid-term modification of a mandatory subject contained in a contract is also an unfair labor practice.

> **"The NLRB panel majority ruled that the employee fund was an employment condition and a mandatory subject of bargaining."**

As you can see, a degree of formalism and a potential for disruptive adversary relationships will be introduced into the employee recreation field, which management may have considered its exclusive province.

John J. Murphy, Jr., is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.

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Can Video Tapes and Films Enhance Your Fitness and Health Promotion Programs?

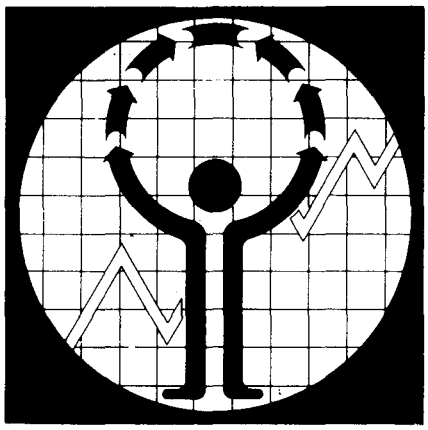
by Mike Bass, CESRA

Yes, I believe video tapes and films can enhance your fitness and health programs. Video tapes and films offer you a simple, informative and cost-effective way to communicate your organization's desires. Whether you are with a large, medium or small organization and whether you have full-time, part-time or no professional staff to administrate the program makes little difference.

In 1977, I became involved in the development, implementation and promotion of our company-wide fitness and health program. The programs are aimed at helping our employees, retirees and their families become more conscious of ways to make small lifestyle changes that can increase their energies, enjoyment of life and sense of well-being.

Three basic elements are used to accomplish our goals: self-discovery participation classes, self-study materials, and staff/video tape or film educational presentations. As the program continues to grow in numbers participating, scope of information/classes provided, and locations offered, we continue to discover the value of video tapes and films to meet our increasing needs.

My first introduction to the value of using video tapes was our in-house development of three video tapes. One tape was developed to educate management, employees and their families about the fitness and health program's concept and how they could get involved. A second tape was developed to highlight the components and value of regular exercise for the participants themselves. Education on how our home



and travel exercise programs worked was the topic of the third video tape developed. These efforts quickly showed me how video tapes could effectively communicate our personalized messages while minimizing the time invested.

While I found my time involved in direct promotion and education of management and participants was greatly reduced, the in-house cost of production was expensive ($4,500 in this case) when compared with purchasing commercially available tapes. This is a trade-off that must be considered when developing a video tape or film promotion program.

> **"Surveys and increased participation both indicated a favorable response to our use of the new video tapes."**

Another advantage was that use of the tapes allowed me more time to concentrate on the development of new materials and information for an expanding fitness and health program. Surveys and increased participation both indicated a favorable response to our use of the new video tapes as a means of communication.

Next we began to review externally prepared video tapes and films to be used in group presentations. These were aimed at helping the individual understand how to change personal habits associated with eating, weight control, fitness, relaxing, smoking, back care, seat belt use, pregnancy, health care and behavior.

There are a number of commercial companies who market excellent video tapes and films for purchase or rent, as well as service agencies and universities that maintain libraries for loan, some at no charge.

Generally, we have chosen to purchase our own video tapes and films on the above topics at an average cost of $300 per tape or film. We also use rented and loaned films from the American Heart, Lung and Red Cross Associations, as well as one of our state universities. Again, our results have been favorable in terms of participation

and usage, program time management, and most noticeably in cost effectiveness.

Our latest direction in the use of video tapes is in teaching specialized exercise classes. After review of content and tapes with our medical department, permission was obtained to introduce pregnancy and preventive back care exercise classes. These classes use video tapes endorsed by the American College of Obstetricians and Gynecologists, and the American Academy of Orthopedic Surgeons, respectively.

Guidelines for participation in these classes include attending an introductory session that covers current precaution information for participating in the program. Additionally, approval from the individual's personal physician is required. For safety purposes, we locate a participant in each class who will volunteer to be trained in emergency procedures.

The results are ongoing classes with sound exercises and precautions, with minimal supervision which meet the needs of these specialized groups. Our total cost to implement these two programs was $200. One drawback to classes like this is they can become boring. However, this is usually acceptable due to turnover in these classes once participants' needs are met.

"Our latest direction in the use of video tapes is in teaching specialized exercise classes."

Of course there are some drawbacks to video tapes and films. These include limited personalization of presentations, material becoming outdated or wearing out, scheduling conflicts with current requests, and boredom from exercising to the same tape repeatedly.

Once you've defined your needs (staff utilization and participant needs), best approach (develop, purchase, rent or borrow tapes/films), content of program (information to be provided), the implementation of video tapes and films into the fitness and health program is easy.

In conclusion, I believe video tapes and films can enhance your fitness and health program, whether you are just starting a program or expanding an existing one. Video tapes and films are an alternative which should not be ignored in terms of cost and resource efficiency, as well as the large number of people who can be reached.

Mike Bass, CESRA and Fitness Representative at Phillips Petroleum Company in Bartlesville, Oklahoma, is NESRA's Vice President of Fitness and Health.

Bernard Bragg has won critical acclaim as an actor. He has never heard applause.

Bernard Bragg is a co-founder of The National Theatre of the Deaf. He has performed on television and Broadway and was an artist-in-residence at the Moscow Theatre of Mimicry and Gesture. He has studied under Marcel Marceau and taught workshops at Harvard University.



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Leisure and the Search for Happiness

by Bruce Morehouse

The search for happiness is a major quest for young and old alike. To each individual, happiness means lasting satisfaction with all aspects of life. This is especially important in those areas where we have the greatest freedom of choice.

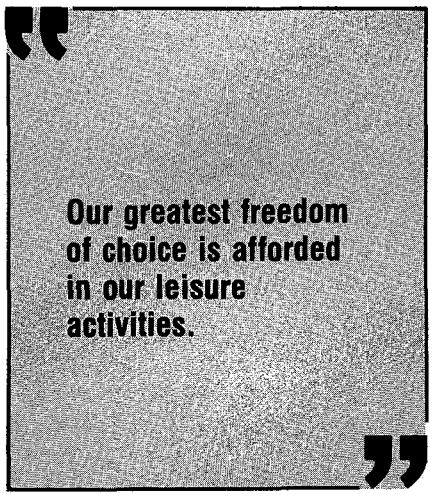
Although we freely choose our employment, there are times when the job is not as satisfying as we wish it to be. As Americans, we tend to buy on credit, which makes us even more dependent upon our jobs. The result is often a feeling of helplessness and loss of a sense of freedom.

There is, however, one area in which we not only exert a great deal of control but gain benefits that carry over to the work place. Our greatest freedom of choice is afforded in our leisure activities.

Leisure can, however, become an overabundance of riches as our choices become too numerous. Many turn to the activities of childhood such as softball or basketball but find that the games have become too strenuous or there are not enough players to form a team. Others may choose the more trendy leisure activities such as running, aerobics or fitness clubs, rather than trying to develop new leisure skills. These activities may not offer the anticipated satisfaction and are soon discontinued.

Selection of activities that provide the greatest likelihood of satisfaction requires not only an awareness of what is available but choosing the activities that meet your own individual needs. Individual awareness of available activities should begin by contacting a company recreation person, if available, or the local parks and recreation district. Other resource information can be obtained from the YMCA, the Yellow Pages, adult education classes at high schools and colleges, local newspapers, libraries, and special publications directed toward community activities. Information on hobbies can be obtained from local merchants specializing in specific hobbies such as stamp or coin collecting. National organizations such as the Sierra Club offer nature programs in many areas.

The next step is to discover those specific activities that lead to leisure satisfaction. Recent academic research on what motivates individuals to choose specific leisure activities suggests that the activities are used to meet specific needs. Some choose those with a high social content in order to satisfy needs for friendship and self-esteem while others may choose more physical activities such as softball, racquetball, or tennis in order to demonstrate their skills or show that they are good at something.



There are those who seek mental stimulation in their leisure and choose activities such as chess or nature walks which allow for learning and discovery. Others may have adequate mental and social stimulation during their work day and wish to add balance by engaging in solitary activities such as model building and stamp collecting.

Finally, there are those who do not get enough stimulation in their day-to-day living and thus seek activities like skydiving or mountaineering which have high elements of risk. It is often only through trial and error that activities are discovered which offer the greatest personal satisfaction.

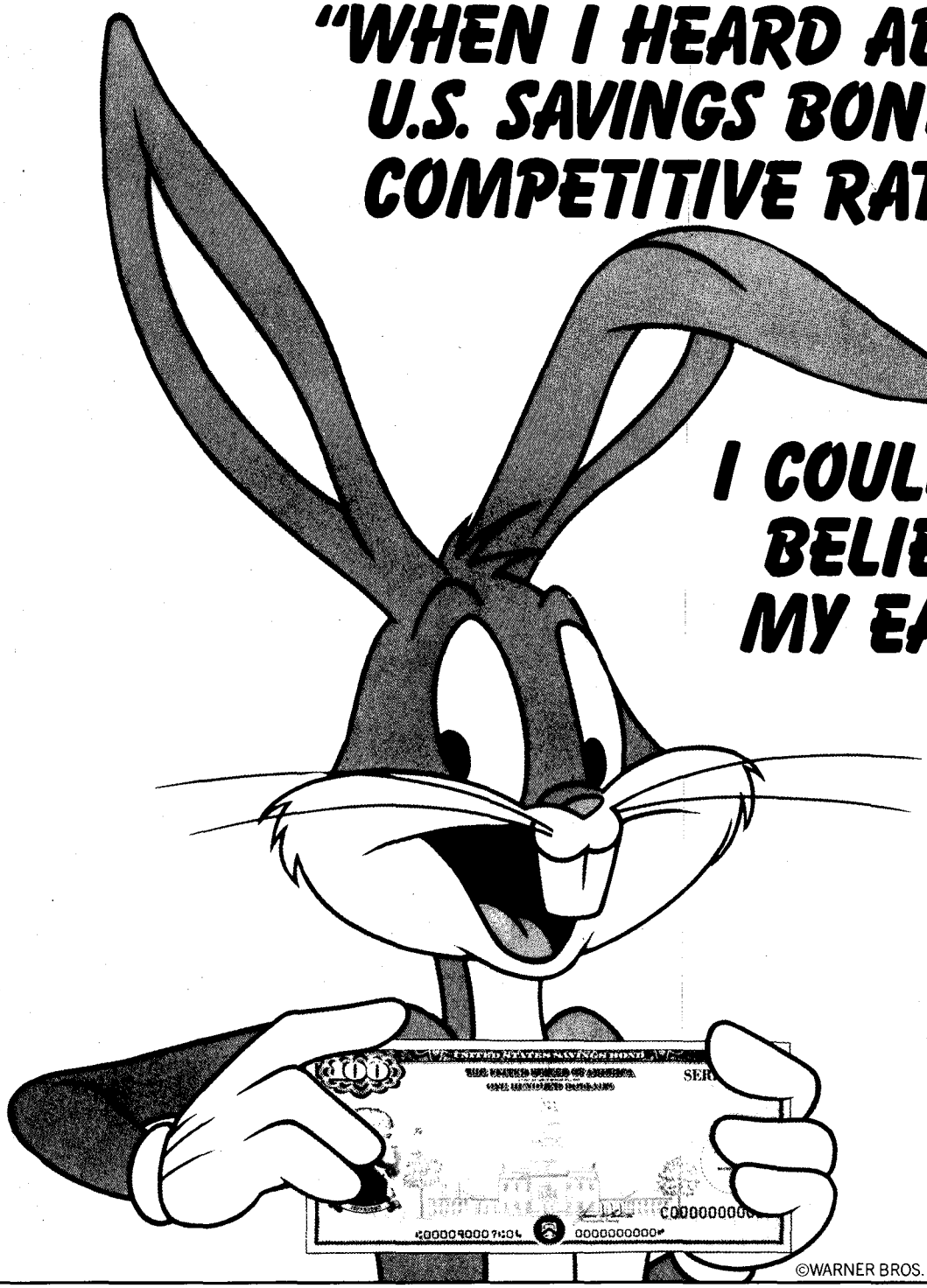
All activities contain varying amounts of the elements described and thus it is important to select those which have the greatest likelihood of satisfying individual needs. The individual must first decide which elements are most important, those that will lead to a more satisfying life. They may form a balance with work life: a salesman may wish to avoid social contacts in his or her leisure while a solitary researcher may wish to enlarge social contacts.

The next step would be to list all activities of interest based on those available in the area. Each can then be viewed in terms of the elements discussed above—mental component, social component, competency component, solitary component, and risk-taking component—or additional elements that may be thought of as important.

Finally, specific activities can now be selected which contain the highest levels of those elements which contribute most to individual leisure satisfaction and thus lead to overall life satisfaction.

Bruce Morehouse, Ph.D., is President of Total Leisure Counseling, Inc. in Santa Monica, California.

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In response to the ever-growing demand for physical outdoor recreation, CanaTours, Inc., has obtained information and conditions from outfitters. CanaTours now offers a reservation service for activities in North America and abroad including backpacking, spelunking, cattle/horse drives, jeeping, sailing school, scuba diving, dog sledding, ski touring, ballooning, and hang gliding, to name a few.

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For more information, contact: Wagner Imprinting, 12755 B Western Avenue, Garden Grove, CA 92641.

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MAI, Inc. has introduced its Coursetter motivational electronic treadmill. The electronics allow the runner to choose from eight different programmed running terrains, design one's own interval training program, or simply use as a manually operated treadmill. In use, the electronics control the



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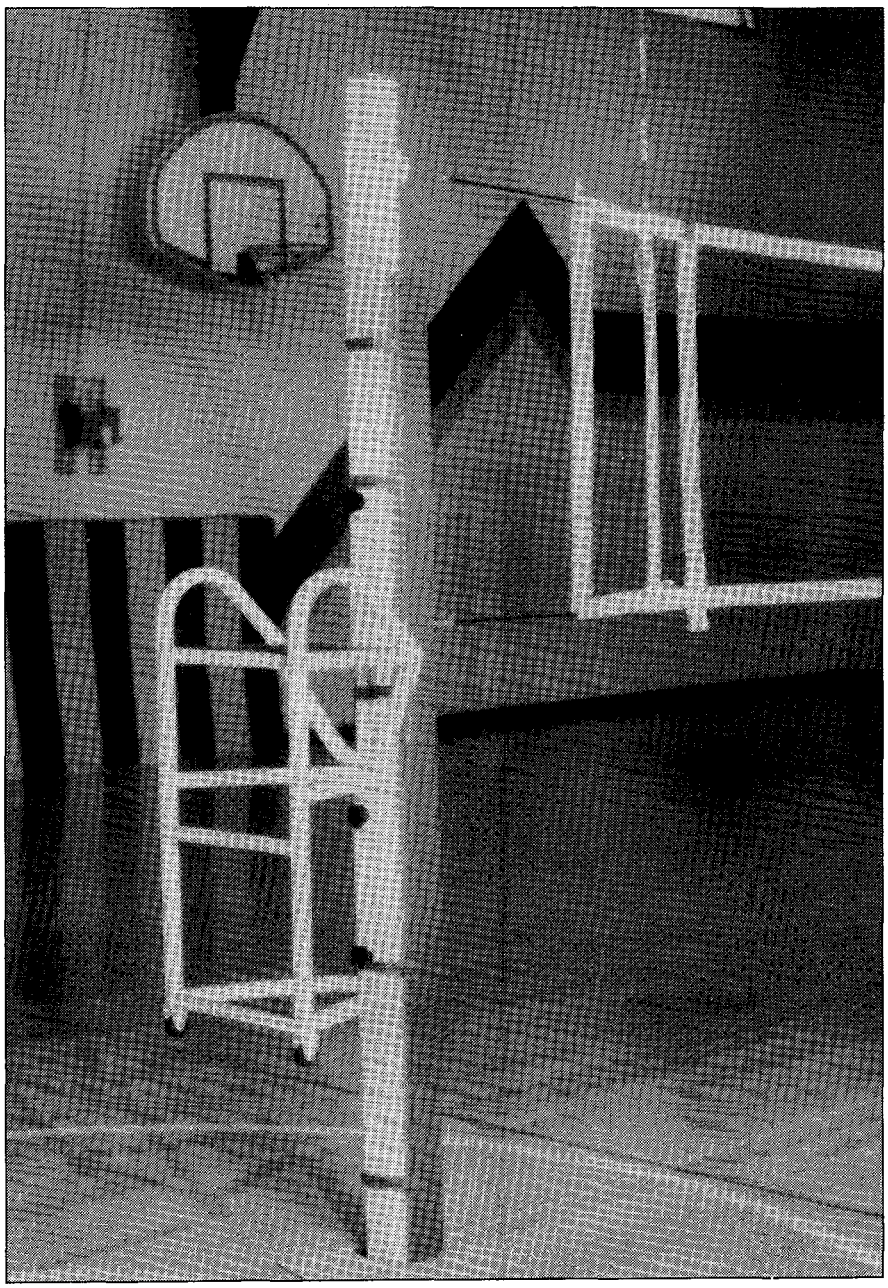
For more information, contact: MAI, Inc., 17635 N.E. 67th Court, Redmond, WA 98052, (800) 841-9019.

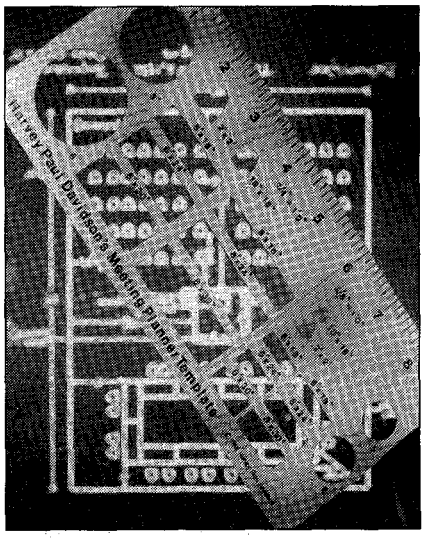
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Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-6001

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Keith Isenberger—(303) 277-3050.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-1502.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Kim S. Donau—(602) 792-5130.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Tammy Bartos—(713) 463-8609.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Holland—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services. Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employee Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

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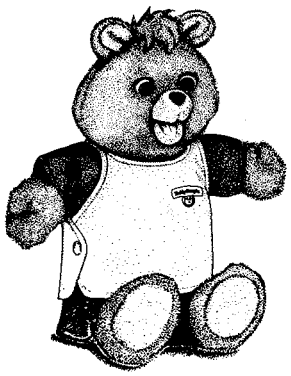
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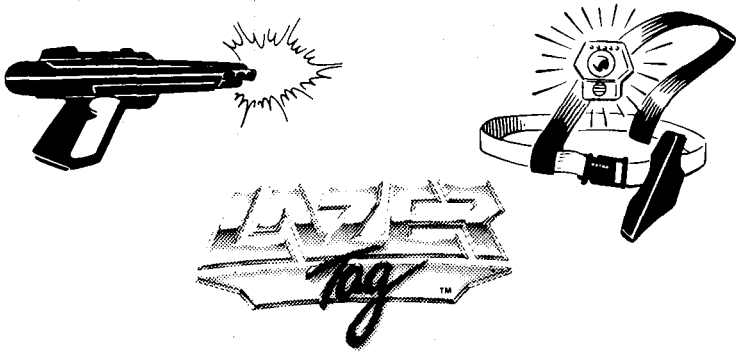
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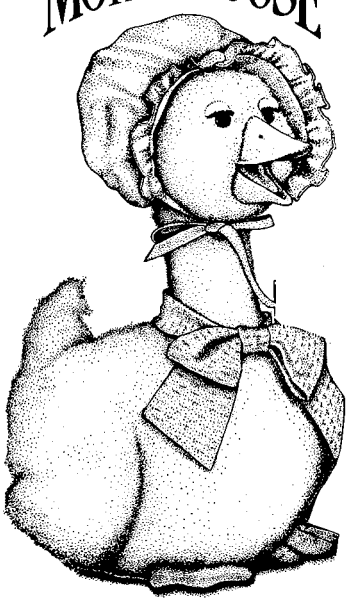
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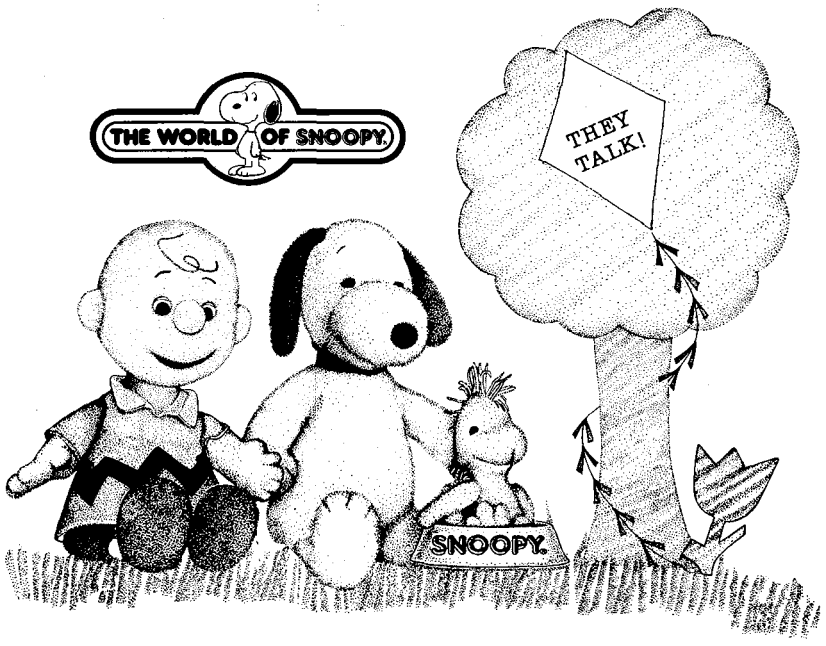
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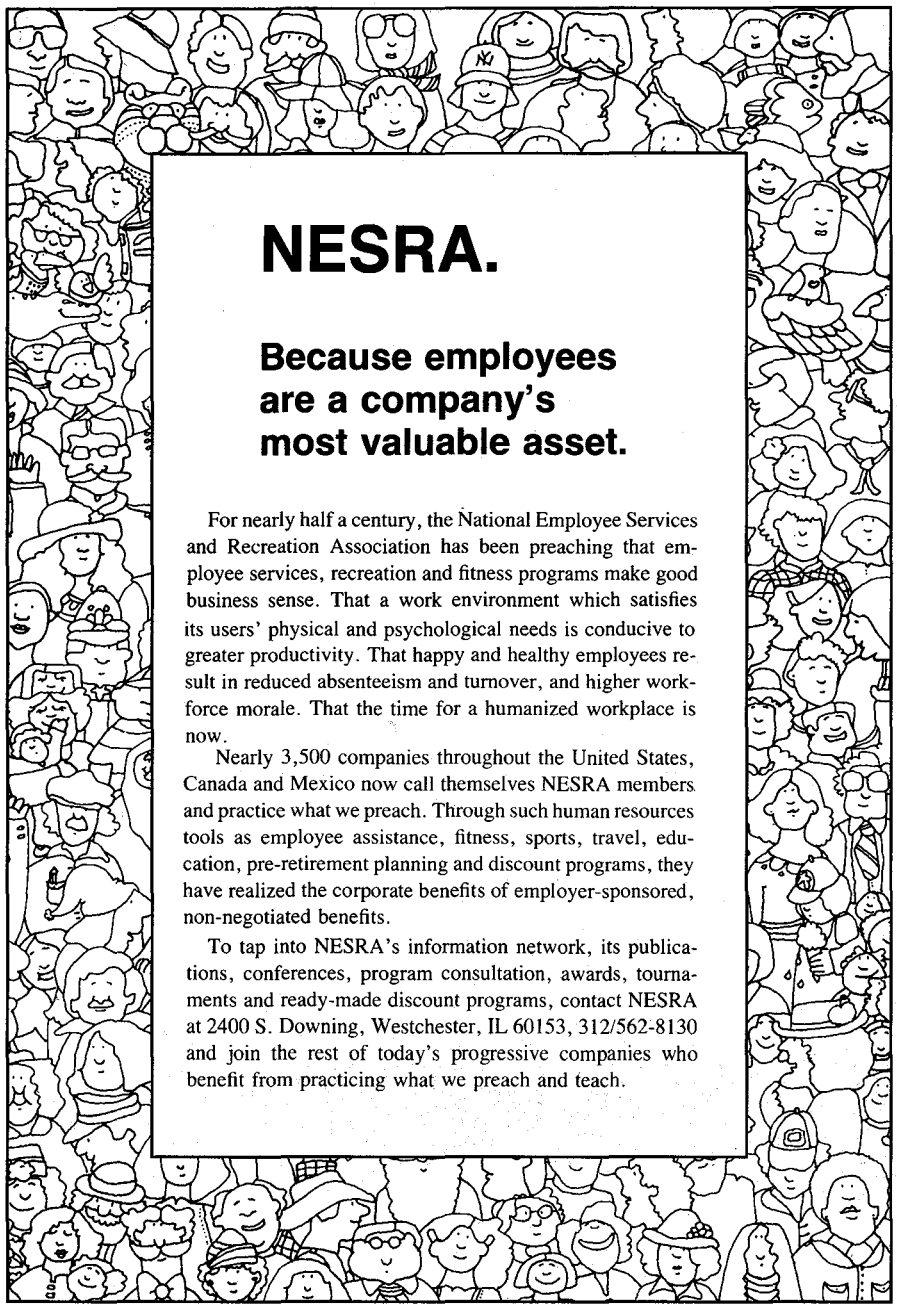
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EMPLOYEE SERVICES MANAGEMENT

Volume 29 • No. 10

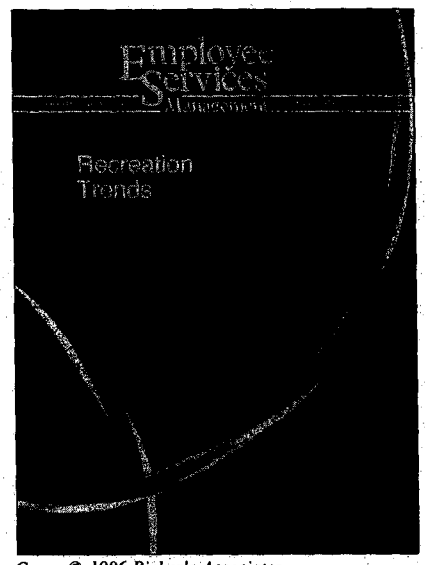
In this issue . . .

We all know about the hula hoop and other fads. We hear about the "fitness craze" from the media as though such activity is a growth industry that cannot fail. How can we know, especially before we invest for our companies, what kinds of recreation are most likely to be of interest to our clientele in the future?

"Recreation Trends," this issue's cover story, provides just the information you need to make educated plans for your programs. Using a trend analysis approach, it covers 18 activities specifically in terms of their patterns of participation.

Take a look at yourselves through *ESM*'s report on the results of the 1986 Member Survey. "Here's Looking at You" tells who you are, what kind of programs you sponsor, how your budgets break down, what programs you've added and what you're planning to add, and specifics on varied program areas.

Also in this issue, meet NESRA's new president, Don Strosnider. In "Mapping the Future" he shares his views on the field and the association. And for your purchasing file, be sure to save this year's "Buyer's Guide and Services Directory," a handy reference to NESRA's associate members.

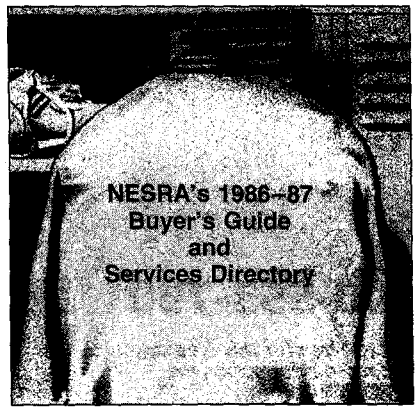


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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

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NEWS IN BRIEF

Attitude Toward Work Place Improves

After more than a decade of decline, the attitudes of today's employees reflect a more favorable view of their companies and their management than a few years ago, according to a survey by the Opinion Research Corporation reported in *Personnel Journal*.

When asked to rate their company as a place to work, 78 percent of the managers felt it was "one of the best," as opposed to 71 percent four years ago. Among hourly employees, 59 percent answered positively about their work place, compared to less than half in 1982.

These upturns can be traced to several factors:

- Improved economic environment and confidence in their organization's health.
- Employees' increased sense of challenge in their work and the authority to carry out their responsibilities.
- Renewed confidence in senior management.

Despite the apparent upswing, however, employee attitudes are not entirely positive. For instance, over 60 percent of the employees surveyed worry about job security.

While 44 percent of the manager-level participants felt "good" about advancement opportunities with their companies, less than 23 percent of the hourly employees felt positive about advancement potential.

Companies Reimburse for School Tuition

Over 90 percent of companies surveyed said they would reimburse employees for school tuition, according to A.S. Hansen, Inc., as reported by *The Wall Street Journal*. The breakdown as to what type of courses are eligible for reimbursement were as follows:

- "Reasonable" courses—39 percent.
- Job-related courses—29 percent.
- Any courses—23 percent.

Cigarettes' Medical Toll: Eight Cents Each

Tobacco-related illness amounts to nearly eight cents per cigarette, or 10 percent of all U.S. health care costs, according to Dr. Blake Cady, a cancer surgeon at New England Deaconess Hospital in Boston. This comes to nearly $40 billion a year, reports the *Washington Post,* and thus the medical costs of cigarette smoking exceed the total price of all cigarettes sold.

Cady, who based his calculations on statistics for Massachusetts, made an argument that this cost is largely assumed by non-smokers in higher insurance premiums. He maintains that this burden should be shifted to those that incur it.



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NEWS IN BRIEF

Gambling Beyond Recreation

For up to 10 million Americans, gambling is not a harmless recreation; it is an uncontrollable obsession like kleptomania or an addiction like alcoholism, reports *U.S. News & World Report.*

Most compulsive gamblers start in their early teens and on the average build up a debt of $43,000. Roughly 83 percent engage in illegal activity to support their gambling and 70 percent lose their jobs.

Like other types of addicts, compulsive gamblers do not easily admit their problem. When they do seek help, often they turn to Gamblers Anonymous. GA's program is patterned after Alcoholics Anonymous and stresses sharing common experiences, group support and developing self-restraint.

Gam-Anon is a support group for families, on whom gambling often takes a harsh toll. For more information, write P.O. Box 17173, Los Angeles, CA 90017 or call (213) 386-8789.

More serious cases can require formal psychiatric care. For a list of treatment facilities, write the National Council on Compulsive Gambling, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019.

Corporate Voting Drive

According to *The Wall Street Journal,* over 30 major corporations participated in a drive to improve turnout among young voters. The effort was organized by Americans for Responsible Government in response to statistics showing that more than 75 percent of adults aged 18 to 24 did not go to the polls in 1982.

Companies such as Wendy's International and J.C. Penney Company joined the effort. Wendy's spokesman Dennis Lynch noted that companies rarely have a chance to display their patriotism.

Urine Tests Can Be Misleading

Urinary drug testing can give false results up to half of the time, says Roger P. Maickel, professor of pharmacology and toxicology at Purdue University.

Results of urinary drug testing "can serve as a caution sign—an indication there may be a problem—but certainly not as legal evidence someone has taken an illegal drug," he says.

"In the first place," says Maickel, "simple 'drug-no drug' results of urinary drug tests are wrong as much as 15 to 20 percent of the time. There are false positives and false negatives."

Next, legitimate drugs and even some natural food components can cause urine to test positive, and this may invalidate an additional 15 percent or so of urinary tests.

Furthermore, he says, someone may be exposed to a substance in the atmosphere, such as marijuana, which will cause the urine sample to test pos-

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itive even though the person being tested did not actually use the substance.

A common misconception, Maickel observes, is that urinary drug testing can detect alcohol usage. ("It can't.")

If someone's test shows positive, "it really demands that a second, more specific and more definitive confirmatory test be performed," he says.

Salary Increases Drift Down

Salary increases, which have hovered around 6 percent, are likely to drift down in 1986 and 1987, according to a Hewitt Associates survey.

This year's increases are predicted to average 5.3 percent, breaking down as follows: 5.9 percent for executives, 5.3 percent for salaried exempt employees, and 5.1 percent for salaried non-exempt employees.

Next year, employers anticipate another dip downward with average salary increases of 5.1 percent.

Four of Five Have Health Insurance

Four out of five Americans under the age of 65 have some form of public or private health insurance. Yet the number without coverage increased 4.4 million, or nearly 15 percent, during the two years following the 1982 recession, reports the Employee Benefit Research Institute.

In 1984, 65 percent of the population and over 75 percent of workers had employer-based coverage. However, 87.9 percent of the uninsured were workers or their dependents.

Health insurance coverage declined for a number of reasons. The major factor, EBRI says, is the shift in employment since the 1982 recession from industries and firm sizes that typically offer health coverage toward those less likely to offer coverage.

Another significant factor is cost. For example, employer spending for group health insurance has climbed steadily—from 1.2 percent in 1960 to 5.3 percent in 1984—as a percent of wages and salaries. Because of the expense, some employers—particularly smaller firms, in which more than one-half of recent new job opportunities arose—may have been reluctant to establish health plans for their employees.

Off-Season Offers Skiing Deals

The high season is the Christmas holidays, Washington's birthday weekend and all of March. But for skiers who can plan for January or hold out until April, skiing bargains await.

According to *U.S. News & World Report,* during these off-season times it is possible at almost any resort to pay half what it costs during peak periods. For example, rooms at the Grande Butte Hotel in Crested Butte, Colorado, cost $125 a night in late December, but fall to $50 in April. Prices on lift tickets also drop.

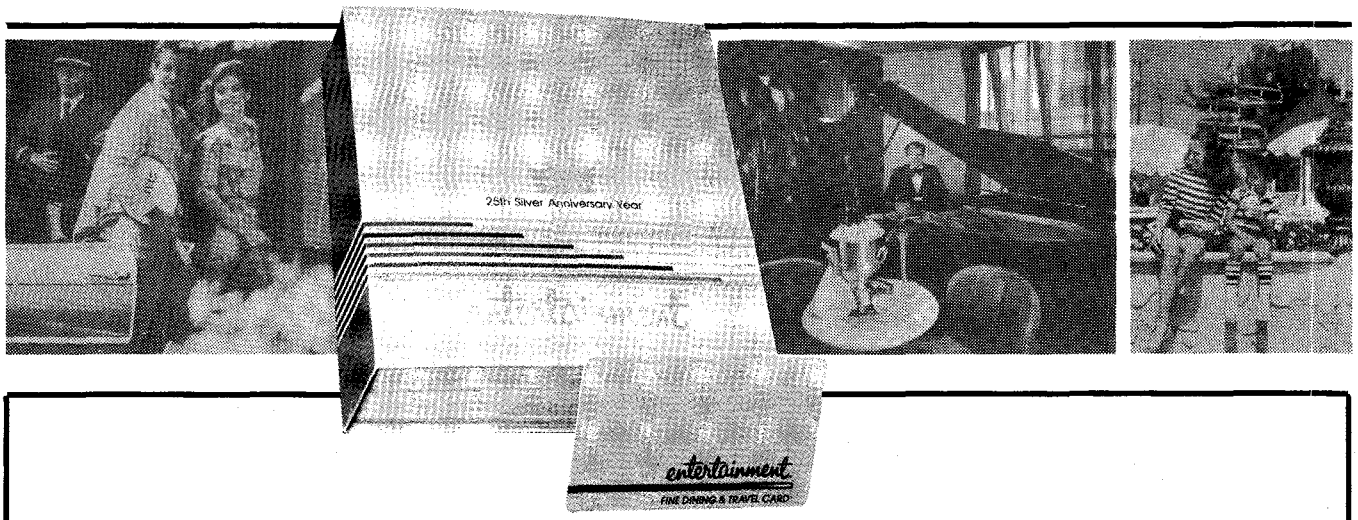
In addition to off-season bargains, look for senior discounts and special offerings for children. At Vail, Colorado, and Hunter Mountain, New York, visitors over 70 ski for free. And children under 12 can stay and ski without charge at Steamboat Springs, Colorado. At many resorts, day care, ski instruction and evening activities are available for children, too.

For those who ski several times a season, take advantage of discount cards and "frequent flier" type incentive programs.

Minutes a Day

On the average, working mothers spend 16 minutes a day reading, talking or playing with their children; working fathers spend 10 minutes on the same, according to the University of Michigan Institute for Social Research.

When the mother works, children spend an average of 127 minutes each day watching television. When the mother is home, the average is 139 minutes.



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Low-Fat, High-Carb Diet Not Healthy for All

Low-fat, high-carbohydrate diet—currently recommended to decrease the risk of developing heart disease—actually may pose health risks for some people, said Dr. Gerald Reaven, a Stanford Medical School professor.

Physicians at a consensus conference last year sponsored by the National Institutes of Health concluded that "all Americans" (except children under 2) should reduce their fat intake from 40 to 30 percent of all calories consumed, including reductions in saturated fats and cholesterol—the culprits of heart disease.

But Reaven, in an article in the *Journal of Nutrition,* criticized the recommendation to "all Americans" as being too broad.

A low-fat, high-carbohydrate diet may increase the risk of developing heart disease in people with impaired tolerance to glucose. Thus, diabetics and people who are obese and inactive "could possibly lose more than they would gain by adopting the recommendation," he said.

Reaven added that the diet is also "potentially dangerous for people who have hypertension."

"If all Americans were young, slim and physically active, the impact of the proposed dietary change would be minimized," he said. But, "given our aging, overnourished and relatively sedentary population," all Americans should not adopt the proposed diet.

How to Donate Organs

About 10,000 people are waiting for transplants of hearts, kidneys, corneas, livers and other organs, according to the Department of Health and Human Services. But *U.S. News & World Report* states that a Gallup Poll showed that 27 percent of healthy people in 1985 were willing to donate organs. Why is there a shortage?

The problem seems to be that few people actually take the necessary steps to arrange for organ donations. The first step is filling out a donor card, which must be signed, dated and witnessed. Almost all states now issue donor cards along with driver's licenses.

In addition to filling out such a card, however, people must make their wishes known to their families. Hospitals are reluctant to honor donor cards without the consent of the next of kin.



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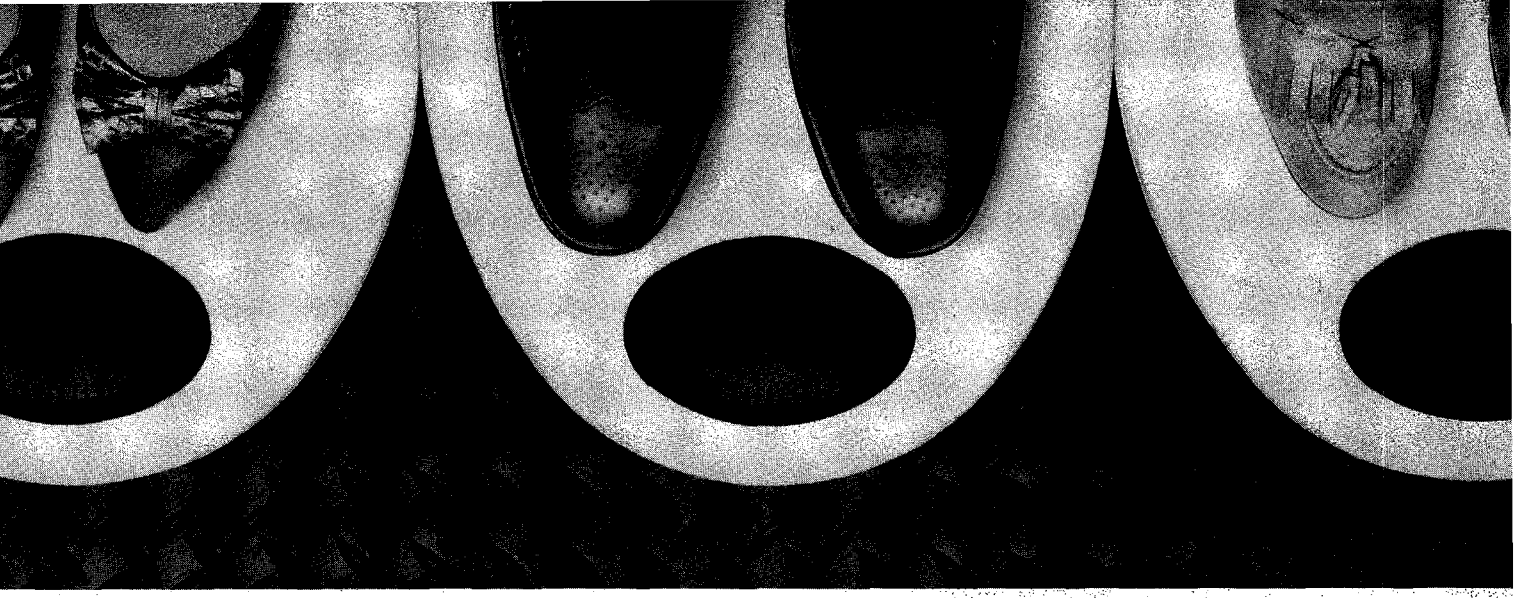
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EMPLOYEE SERVICES AND RECREATION

Here's Looking at You

by Joan E. Price, editor

The subject of this article is certainly one with which you're all familiar . . . *you,* the members of NESRA.

It represents a group effort as well . . . some 298 of you contributed by responding to a randomly mailed questionnaire.

The results . . . the 1986 NESRA Member Survey complete with details about just who you are, what kind of programs you sponsor, how your budgets break down, what programs you've added and what you're planning to add, how you are funded and specifics on varied program areas.

So, here's looking at you . . .

WHO ARE YOU?

To find out exactly who *you* are, questions like "what is your age?" and "what is the highest level of education you have attained?" were asked.

The median age of the respondents is 38.4 years. Compared with 1984 when our membership was split almost evenly between males and females, in 1986 six out of 10 members are female.

Education levels remain consistent—nearly 90 percent of you have at least some college. And 13.4 percent have completed post-graduate degrees.

HOW DO YOU FIT IN THE COMPANY STRUCTURE?

To determine how and where employee services and recreation fit in your corporate structure, such questions as "for which department in your company do you work?" and "how long has your company offered employee services and recreation programs?" were included.

NESRA members hold a wide variety of titles with the largest percentage working for the human resources or personnel departments. In most companies, respondents' departments employ fewer than 10 full-time people.

Respondents generally report to the vice president, or a manager or director.

Employee services and recreation programs are still relatively new with about two-thirds of the respondents offering them for less than 15 years. The median length of these programs is 9.4 years.

WHO SPONSORS YOUR PROGRAMS?

In search of the support behind your programs, we asked "who sponsors your company's employee services and recreation programs?"

Over three-fourths of employee services and recreation programs are sponsored by the companies, and employee associations or committees sponsor about 40 percent, either alone or with the company.

In 1984, those figures were 80 percent company-sponsored and about a third sponsored by employee associations or committees either by themselves or with the company.

Today, company contribution is by far the major source of revenue for most programs though many also receive some employee contributions. Vending machine profits, company stores, discount sales and other sources are not major contributors to most employee programs.

HOW HAVE YOU GROWN?

To find out what's happened over the last two years in terms of growth, questions like "what new service and recreation programs did your company add in the last two years?" were raised.

There was a wide range in the percentage of growth that respondents estimated their employee services and recreation programs had realized over the last two years, with the median being 22 percent.

Over half of NESRA companies added new programs in the last two years. The most frequently added programs are smoking cessation and ticket discounts.

In the 1984 survey, the most frequently added programs were fitness, first aid/CPR, and discount services.

WHAT DO YOU OFFER NOW?

A profile of your programs was obtained by asking respondents to check the facilities and programs you currently offer.

The physical programs most commonly found in member companies are softball, bowling, golf and volleyball. The most popular social/cultural programs are picnics, Christmas parties, dinner/theatre outings and travel programs.

The most frequently reported service programs are discount services, the United Way Drive, blood drives, award/recognition programs and first aid/CPR training.

The facilities most often owned by companies are ball diamonds, fitness facilities, basketball courts and activities fields.

WHAT ARE YOUR PLANS FOR THE FUTURE?

To determine members' plans for growth, questions like "what are the new services and recreation programs that your company will be adding within

The Foundation

• The NESRA Education and Research Foundation is the research arm of NESRA. The Foundation's purpose is to conduct research in the employee services, recreation and fitness field.

In addition to funding the biennial NESRA Membership Survey, the Foundation has financially supported the following projects: the college textbook, *An Introduction to Industrial Recreation: Employee Activities and Services;* a University of Tulsa study titled "Fitness Training for Improved Opportunity and Job Performance"; a California State University Northridge research titled "Effects of Control in Play or Reducing Post-Stress Performance Decrements"; and college scholarships.

On the immediate horizon, the Foundation goals are to develop a salary survey for NESRA members and investigate updating the college textbook.

The NESRA Strategic Planning Committee recently concluded a Strategic Long Range Plan for the association and research needs surface throughout the document. To accomplish these goals and objectives, NESRA will be turning to the Foundation for assistance.

Specific action areas that lie ahead include: obtain data for use in a public relations campaign; conduct research that supports the value of linking off-work hours and work hours; review external and internal markets to determine needs; expand our network capability by developing additional information resources; explore the use of video tapes for educational purposes; research needs and problem areas in which training is needed, and develop a systematic plan for conducting educational programs.

Needless to say, these goals and objectives cannot be realized without financial support. The NESRA Education and Research Foundation has a matching grant program in which all donations are doubled. If you wish to make a contribution or need further information, please write to: NESRA Education and Research Foundation, 2400 S. Downing Avenue, Westchester, IL 60153.

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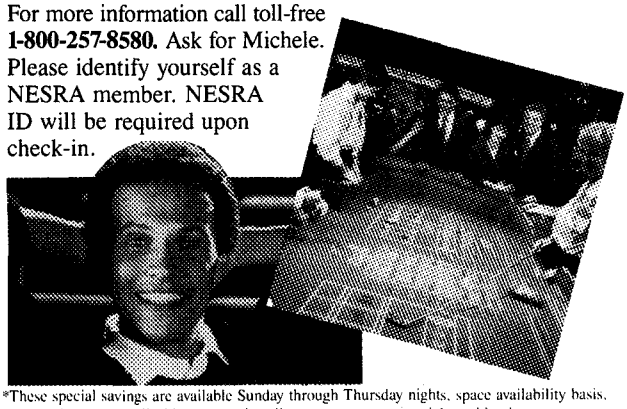
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the next two years?'' were asked.

Almost 30 percent of all member companies will be adding new programs within the next two years. Those mentioned most often are fitness and wellness programs.

In 1984, about 25 percent of member companies planned to add new programs in the next two years; the most frequently mentioned were wellness, fitness, sports and assistance programs.

This year's survey also shows that about 13 percent of member companies plan to construct new space for employee services and recreation within the next two years, most often for a fitness center. About 15 percent of the respondents plan to purchase new fitness equipment within the next two years.

WHAT IS YOUR BUDGET?

To find out what kind of budgets NESRA members have and how these funds are allocated, we asked ''what is your total operating budget for employee services and recreation?''

Although the operating budgets of most companies for employee services and recreation is less than $25,000 (the median is $17,800), some companies have very large budgets which brings the mean to over $140,000. On the 1984 survey, the median was reported as $15,600.

NESRA companies that made purchases in 1985 averaged $7,400 for sporting goods, $23,300 for fitness equipment, $16,300 for picnics, $15,600 for theme parties, and $20,800 for service awards.

This survey was conducted for NESRA by Research USA, Inc., a private research firm. A random statistical sample was drawn from NESRA's 1986 membership on an *nth* name basis for a total of 500 names. Of the 500 four-page questionnaires sent, 298 were completed and returned. The results are based on this 61.4 percent return.

Recreation Trends

by John R. Kelly

Planning for recreation programs involves investment in facilities, equipment and personnel. Such investment is based on some assurance that the provisions will be needed for several years, not just this year or the next. We need to know what kinds of recreation are most likely to be of interest to our clientele in the future.

Although no company's workers are just like those of any other, they usually reflect general trends enough that an assessment of these changes is valuable for planning. What kinds of activities have long-term and short-term growth patterns? Which have peaked and which are in decline?

We all know about the hula hoop and other fads. We also hear about the "fitness craze" from all media sources as though such activity is a growth industry that cannot fail. How can we be sure, especially before we invest capital or commit our company to aerobic flooring and expensive equipment?

ESTABLISHED STYLES AND PATTERNS

Full analysis requires knowing how the activity fits into more established life and leisure styles. We need to know about the cost and availability of resources, social patterns of reinforcement and constraint, and the persistent motivational dimensions leading to engagement. For example, the social aspects of fitness for some young professionals may conflict with their career-related schedule restrictions. Analyzing choices between going to fitness centers and investing in home equipment requires knowledge about the resources and life conditions of the particular market segment. One more survey asking what they want or plan to do may be quite misleading.

ACTIVITY LIFE CYCLES

Further, every activity has a "life cycle" similar to the "product life cycle" of consumer goods. The introduction/growth/peak/decline/plateau pattern should be expected when predicting the future of "fitness" just as it has been demonstrated recently for racquetball and video-game arcades. The real issue for those who plan long-term investments is the likely level of the plateau, the persistent participation rate.

A full analysis of activity participation trends requires relating factors of resource, social and psychological elements of motivation and satisfaction, and the full range of life investments of the various types of participants. In this brief essay, we will deal only with current trends on a national level. Such trends are useful background to planning, but are no substitute for knowing the specifics of your community or company—its population composition, resource histories, access and barrier dimensions, and special characteristics of the situation.

The concept of the "activity life cycle" and its application to market segmentation for investment planning are offered in greater detail in my book, *Recreation Business* (MacMillan, 1985). Forecasting the life cycle of a particular activity is more than extending current trends. However, such trends are one important element—especially when it is necessary to counter the "common wisdom" about the latest hot item.

One recent example of a failure to place a new technology in a full context of life and leisure styles was the confidence that computer games would transform America's recreational habits. For the most part, naive futurologists failed to ask a simple question: "How many people play games regularly?"

SOURCES OF CURRENT TREND ESTIMATES

In a focus on current trends, the issue of sources of information is critical. For some resource-based outdoor recreation activities, the Department of the Interior is now attempting to maintain comparability from one national survey to another. However, the information now available is not consistent in samples, activity designations, measures of participation, or timing. Therefore, the results must be interpreted with care.

Long-term data are available for some recreation-related expenditures, but money spent on equipment has proved to be a poor index of participation. More recently, business services have included a wide range of activities in their market and media surveys. Many of the activities are ones omitted from federal surveys and of particular interest to community recreation planners. However, such market studies are proprietary and are usually not available for general publication.

In the summary analyses that follow, four sources of trend data are incorporated. For longer-term analysis of outdoor activities, the 1965 and 1983 National Recreation Surveys are useful. A second source is the public domain segment of the A.C. Neilson Sports Market Survey completed in

1973, 1976, 1979 and 1982 with a sample of 3,000 households. Two market surveys are done each year.

The Simmons Market Share Survey has a national sample of over 15,000 and the Mediamark Research, Inc., survey draws from a sample of over 20,000. While back years of these multivolume reports are sometimes made available to school libraries, the specifics are not available for publication.

The summaries that follow are my evaluations of comparative data for 18 common activities from these sources. The "Trends in Recreation Activities: 1980s" figure summarizes quantitative data only. It indicates the population segments that seem to have significant current changes in rates of participation. To apply such trend indications to planning in a particular community would require assessing opportunities and resources, the size and neighborhood location of the various population segments in the market area, and the actual rates of participation. The actual rates and numbers of participants can be incorporated in such a planning program.

PARTICIPATION FIGURES

The "Trend Analysis of 18 Recreation Activities" figure is more interpretive. Based on the participation trend figures, the shape of the activity life cycle is projected and demonstrated and latent market segments identified. Underlying this analysis is a complex set of studies of the relation of recreation styles to age, family status, life course, education and other socialization factors, and income and other household resource factors. Emerging life styles are included without uncritically buying into every popular speculation that has made the bestseller lists.

This approach is *not* "everything you want to know about recreation trends." However, it is an introduction to some data usually unknown to recreation planners and a subtle warning about oversubscribing to the "latest thing."

TREND ANALYSIS OF 18 RECREATION ACTIVITIES

1 Backpacking and Hiking: Overall stability may mask increased participation by young adults with higher levels of education and income. The "growth segment" of the market is college-educated adults now in the 20–35 age range. Jet travel cost reductions may enhance the accessibility to prime locales. Less strenuous hiking is a likely activity for active older people.

2 Bicycling: Stability is the current trend following some decline from "energy crisis" peaks. Children, teens and young adults are the established markets. Fitness-concerned adults who have found running produces injuries are a developing market. Gradual growth is possible from the current activity life cycle plateau.

3 Boating, Power: Some decline was experienced as fuel costs rose. Now gradual long-term increases are based on both trends in discretionary income and new regional resources. Demonstrated markets are those with special interests such as fishing. Latent markets are the childrearing families who desire comfort rather than excitement and high power. Fiberglass has had its impact. Any new technologies will have to be similarly cost-effective. Powerboating is extremely responsive to economic cycles and income distribution.

4 Bowling: Overall stability has occurred since the 1970's facility boom. Bowling is a "middle mass" activity with social ties for men and women. The long-term stability is slightly threatened by indications of less interest among younger people with college educations. However, "off-time" workers with irregular schedules may create new daytime markets.

5 Camping: Long-term growth since 1965 has slowed the rates leveling in the past decade. "Comfort camping" among preretirement and retired adults is a growth segment. A possible decline in interest among lower-income young adults should be watched. Young adult camping is often activity-based with river-running or some such activity providing the attraction. Camping for this group requires considerable change as they enter childbearing periods. Potential growth is among middle mass and minority adults. Camping is comprised of varied styles and objectives providing a number of different market segments.

6 Fishing: Overall stability or slight decline is indicated with a long-term plateau following the post-World-War II surge. Middle-mass males are the dominant market with age-related decline gradual but consistent. Higher income and education segments tend to engage in specialized activity such as back-country fly fishing or salt-water fishing. Women with back-country experience may be a latent market.

7 Fitness Programs: Reliable trend data is not available. There are some indications of a peak about 1983 with a subsequent decline, especially in participation outside the home. The plateau level is undetermined but probably somewhat below current levels. The demonstrated markets are upper-income-and-education men and women. The strong "appearance" rather than fitness motivation is one factor in discontinuation as is recurring injury. In-home and schedule-flexible participation may be the area of greatest growth potential. Dropout rates in programs outside the home remain high. The major issue is the extent to which a commitment to fitness will continue to have high priority in time and resource allocation.

8 Golf: Long-term gradual growth includes some mixed indicators. There is remarkable persistence for pre- and post-retirement adults, especially

males. The demonstrated markets are upper-income males through all physically-able life periods. Long-term growth is related to economic factors of discretionary income and to facility development.

9 Hunting: An overall gradual rate of decline is most evident among young men. The trend will probably continue as the proportion of prime participants declines in the general population. A reduction trend among childrearing fathers and those whose children are leaving home should be watched regarding this predominately male activity.

10 Painting/Drawing/Sculpting: Data are not definitive, but increases in college-education population suggests possible long-term growth. However, a possible decline among college-educated women who are now more likely to have work careers may produce a counter trend as time pressures overcome interests. The latent market is college-educated men.

11 Racquetball: The 1979 peak is past with a plateau projected to be stable or show a very gradual long-term increase. The main market is composed of those who learned the sport in college during the 1970s with fitness-oriented adults providing possibility for development. The post-peak fallout of facility closures has not yet settled into its plateau level. The cost-intensive nature of the sport might be lessened in warm climates with outdoor adaptations.

12 Running, Jogging: Evidence indicates that the peak is past, but that the plateau will be one of stability or slight decline. The major market of fitness-oriented young adults, especially with higher education levels, is highly motivated. A potential growth

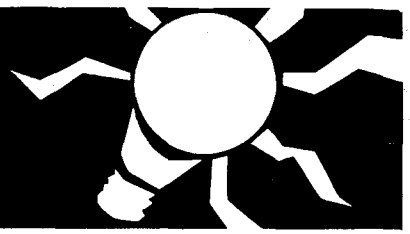
Trends in 18 Recreation Activities: 1980s

Participation*	Activity	Trend by Age			By Gender		By Education		By Household Income	
% '84		Youth 18–24	Adult 25–54	55+	Male	Female	HS Only	Some College	Under $25,000	Over $35,000
6%	1 Backpacking/hiking	+	++	+	+	+		++		++
16%	2 Bicycling	–			–		–		–	
7%	3 Boating: Power									
15%	4 Bowling	–						–		–
18%	5 Camping	–	–		–				–	
20%	6 Fishing	–			–					
19%	7 Fitness Programs	–				+		+		
9%	8 Golf			+						
7%	9 Hunting	–	–							–
6%	10 Painting/drawing	–				–				–
5%	11 Racquetball		+					+		
10%	12 Running: Jogging	–				–	–			–
2%	13 Running: Distance	+			+			+		
3%	14 Sailing	+				+				
2%	15 Skiing: Nordic									
4%	16 Skiing: Alpine		+							+
25%	17 Swimming			+						+
8%	18 Tennis		+			+				

(++ = marked increase in population; + = moderate increase; – = moderate decrease; = marked decrease.)

***Estimated 1% of adult population participating 1 or more times in 1984.**
Source: Simmons and Mediamark surveys

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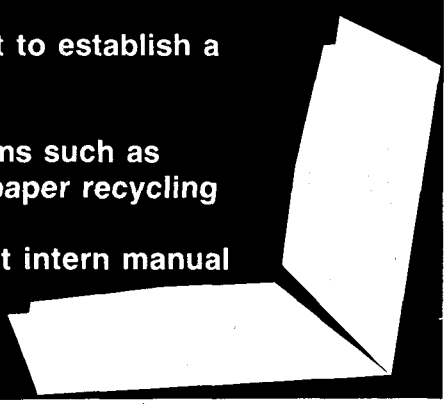


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Recreation Trends . . .

market is child-rearing adults with time constraints. Increased sophistication in dealing with injuries may lessen drop-out rates. However, transfer to other activities is likely. The large discrepancy between reported rates of "participation in the past year" and once-a-week rates (about 5 to 1) suggests that the number of "serious runners" is exaggerated by the media.

13 **Running, Distance:** Such "serious running" is rare, about 25 percent of those who are identified as "joggers." However, rates of regular participation are much higher. One critical factor will be the retention rate as runners age. Currently 6 percent of the 18–24 group run distances and less than 1 percent of those 45–54. The likelihood is that distance running will mature as a rare activity for those who are really committed, mostly young adults who want competition and a high level of fitness without team sport.

14 **Sailing:** Long-term growth pattern may have leveled, but gradual growth is likely as youth are recruited into the activity. Sailing is an "upscale" activity for those with upper-level incomes. Styles of sailing are varied with more individualized equipment, including sailboards, being less cost-intensive and more youth-oriented.

The spurt of growth following the introduction of fiberglass and the "energy crisis" has slowed, but may be renewed in a shift toward less strenuous sailing by those currently under 25. Current participation is indexed by college education as well as income.

15 **Skiing, Nordic:** Year-to-year statistics are unreliable due to weather fluctuations. Indications are of a probable plateau since 1980 with long-term gradual growth probable. College-educated young adults are the prime market. "Family" and other groups are the latent market as the current young adults age. Those currently 18–24 will ski at higher rates than those now 25 and above when they enter those periods. Climate and weather are crucial and can lead to disenchantment.

16 **Skiing, Alpine:** Probable projection is of long-term growth slowing to a more gradual rate of increase. Upper-income young adults, somewhat more male than female, are the prime market. Alpine skiing is very cost-intensive and related to upper income levels. Potential growth is found among the increasing singles market and in the development of resources close to population centers. Some fallout in the industry has been due to seasons of unfavorable conditions with costs, crowding and access to resources providing some limits to development.

17 **Swimming:** Remains stable at a high rate of participation; however, locals may shift toward attractive resources. Children, youth and young adults are especially high in regular participation. Neighborhood access in new residential developments seems to expand the age range of participation. Swimming for fitness has increased slightly but consistently, especially for older adults with access to pools or beaches. The age-related decline in rates may lessen somewhat.

18 **Tennis:** Decline to a plateau since the 1978–80 peak continues to slow toward stability. Potential growth is among men and women age 30–60 whose employment limits the time available for physical activity. However, the age 45+ dropoff continues despite some indications of a "trickle down" to middle-income adults without college degrees.

John R. Kelly is a Professor in the Department of Leisure Studies at the University of Illinois, Champaign-Urbana.

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Mapping the Future

An Interview with NESRA's New President, Don Strosnider



• As NESRA's president for 1987, Don Strosnider plans to guide the association purposefully by its new long-range strategic plan. This will, in his words, "provide a road map to take NESRA into the future."

His experience with NESRA—as founder of the Central Savannah River Area Employee Services and Recreation Association; former Region IV director and vice president, finance and treasurer; and Eastwood Award winner—complements his professional experience with DuPont as executive director of the Operations Recreation Association.

In the following interview, *Employee Services Management* introduces Don Strosnider, his personality and his aims.

ESM: What prompted you to run for president of the National Employee Services and Recreation Association?

STROSNIDER: I've been on the board for years and am totally dedicated to NESRA's purposes and objectives. I thought it was a good time to help the organization as well as an opportunity to ascend to a position in which I could contribute to NESRA's success.

ESM: Do you have a special mission for your term of office?

STROSNIDER: Yes, I think so. This will be the first year of our new, long-range strategic plan and it will provide a road map, if you will, of the course we must take to the future. Growth of the organization is the key to our success and it will be my mission to start us on a new "market-oriented" approach.

ESM: You've been with DuPont for over 25 years, currently as executive director of the DuPont Operations Recreation Association. Could you tell us a bit about your career?

STROSNIDER: I started as a laboratory technician in Philadelphia learning paint technology. After being transferred to sales, I served in industrial maintenance paints, teflon and wood finishes sales. A degree in accounting helped me get into the finance depart-

ment as an internal auditor, where I worked at 12 different locations.

I expressed interest in the recreation job when a long-term director retired, but the company had someone else in mind. When he resigned eight months later, I was offered the job. I guess you would call it luck that he resigned.

ESM: What motivates you in your job with DuPont?

STROSNIDER: This job is fun. All the activities are fun to someone; being able to see employees and their families enjoy these events motivates me to keep trying to improve each time out.

ESM: Is there one area of your career that is especially satisfying?

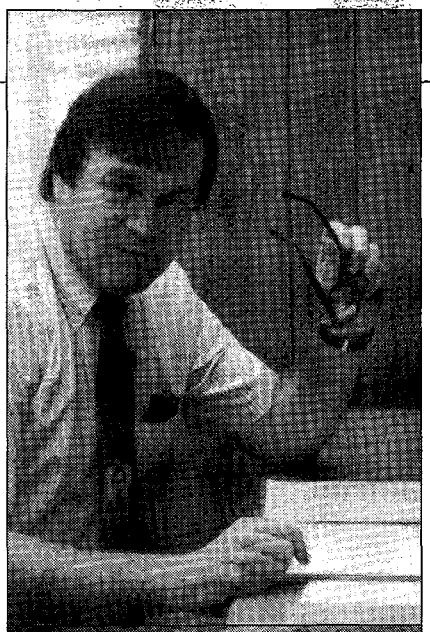
STROSNIDER: In July of this year, we opened our 200-acre recreation complex. It was a long time coming and we had to overcome innumerable obstacles to get to where we are today. We have outdoor facilities now and are planning buildings to accommodate additional facilities, a fact of which I'm most proud.

ESM: Employee services and recreation is a diverse field. Do you see that diversity as a strength or a weakness?

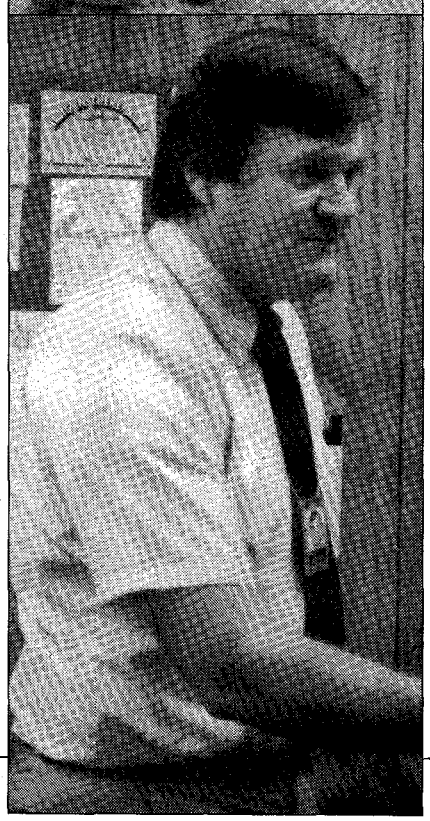
STROSNIDER: It's definitely a strength. Employees are our most important asset and showing them that you care about them can take place in many ways. Different people and groups have a variety of interests; therefore, the diversity of the services and recreational activities should appeal to a wide body of employees.

ESM: The types of people involved in employee services and recreation are varied as well, from the degreed full-time professional to the part-time volunteer. How can NESRA best serve this diverse group?

STROSNIDER: Many of our professionals know that NESRA can be a source to fulfill their needs. Volunteers, however, are usually elected and the annual turnover may mean that the NESRA message gets lost in the shuffle. We just need to make management aware of who we are and what we do, and the part-time leaders then can utilize the knowledge we have in store.







ESM: The trends in the employee services and recreation field are constantly evolving. Could you give us your perception of the direction of several key program areas—where the area is now in terms of corporate support, what external forces are at work, what you see the future holding. To start off, what about child care?

STROSNIDER: Many employees are going to longer shifts and shorter work weeks, such as four 10-hour days or 12-hour shifts with seven days off once a month. There is more of a demand for child care.

Some companies are recognizing the need and providing child care while others see the need but are fearful of the liability they may assume. I think we would offer many more services in this area if the liability issue could be resolved.

ESM: Discount programs?

STROSNIDER: Discount programs are a simply way to give your employees good deals. Usually they are easy to administrate and you get the credit if employees feel good about the savings. Care should be taken with whom you are dealing because it's easy to get a black eye from unethical practices. Check companies' credentials before you offer the discounts to employees. The program should be beneficial to everyone.

ESM: Traditional recreation, that is, sports leagues and the like?

STROSNIDER: Intramural athletics have been around a long, long time. Sports offer employees a chance to excel and, hopefully, that excellence they

are striving for will carry over to the job.

The most important aspect in these leagues is safety. Trying to play beyond your ability or out of control may cause an injury. Besides pain and suffering to the individual, lost job time is a detriment to the company. We try to urge our participants to have a good time using special rules adopted by the committee that promote fun first, winning second.

ESM: Fitness facilities?

STROSNIDER: Fitness facilities are great assets for employers that have and use them. For those that don't, they represent a potential resource that could improve the life style of their employees. As medical benefit costs rise higher and higher, fitness facilities can be a way to prevent that from happening.

ESM: Community action?

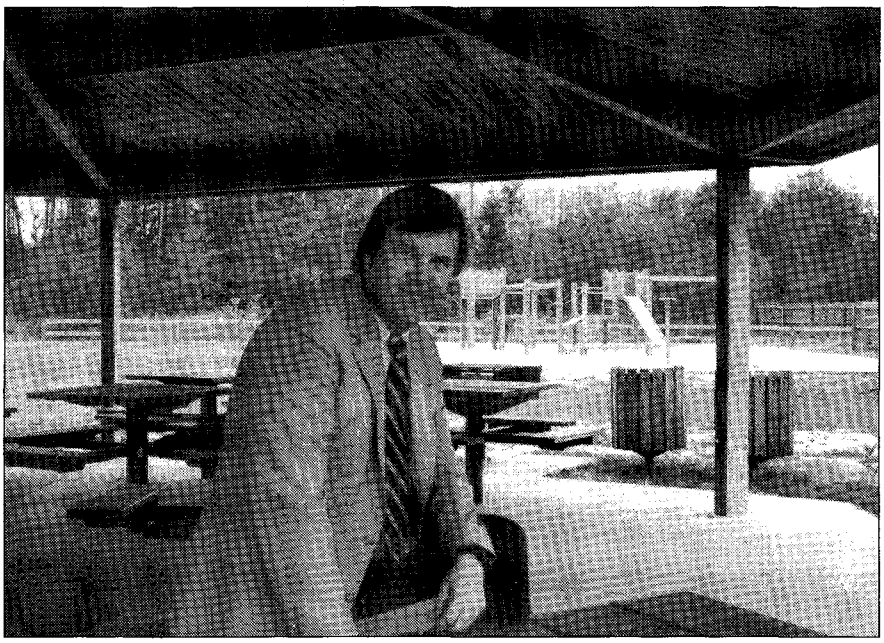
STROSNIDER: We need to work with our communities in ways as varied as adopt-a-school programs to the use of each other's recreation facilities. It's an area where we both can benefit from our association with each other.

ESM: Travel?

STROSNIDER: With more spouses working, vacations are becoming shorter and more frequent as opposed to the traditional, longer vacation. Employees are turning down longer vacations to take a few days together on long weekends at more luxurious places. Employees need longer to plan, especially when the trips involve a great expense. A well-planned trip can do a great deal for employee morale.

ESM: Employee parties and picnics and alcohol's role?

STROSNIDER: Employee parties and picnics, whether company sponsored or just group outings involving departments or work areas, are faced with decisions on alcoholic beverages. I view



the decision on whether to use alcohol as a personal one.

There are instances in which I would provide the alcohol but only when sufficient controls exist to limit the exposure to liability from the Dram Shop Act. In most cases, I wouldn't provide alcohol but to interfere with personal preferences is not the goal of a party planner.

ESM: Exercise?

STROSNIDER: Exercise is an area where I see some definite growth. More people are becoming concerned about their life styles and more companies are promoting fitness. The sports change—there are more and more soccer players, and the joggers are becoming walkers—but the fact is that more people are exercising for the fun of it.

ESM: As an employee services and recreation manager, what is your chief role in the corporate setting?

STROSNIDER: My chief role is that of adviser first, coordinator second. Our activities are usually run by a committee of interested employees so I sit in and offer advice. The coordinator part comes in when 26 activities try to happen all at once. Most activities run very well when the employees do what they want. Mostly, the advice is simply making sure company policy is not violated or helping them not to re-invent things.

ESM: How do you see NESRA as an aid to that role?

STROSNIDER: NESRA is my chief source of expertise. Our program was in existence for 28 years before I got the job and it was a pretty good program. But by participating in NESRA my recreation program expanded and became even better than before. It was a lot of contacts and hard work but you definitely can say that my investment in NESRA paid off!

ESM: What, would you say, is the one compelling reason a company should sponsor an employee services and recreation program?

STROSNIDER: Employee morale. It's immeasurable, intangible and hard to pin down but you can see it at work. The good teams have it and with it, your company can be a good team. When you have a good team, you will win. Successful companies realize this and feel like their investment in em-

ployee services and recreation programs is well worth the price they pay.

ESM: How does employee services and recreation fit into your life?

STROSNIDER: I'm an active participant in many of the programs. Dances and swap shops are my favorites but I still play sports. I'm the oldest basketball player in the league (pushing 49), and although I've moved down from the competitive division to the lower recreation league, I can still hold my own. My bowling average is 160 plus and my horseshoe pitching arm is still okay. I've even taken up golf, but we won't talk about that score.



ESM: What contribution do you hope to be remembered for as NESRA's president in 1987?

STROSNIDER: One of the people I admire is our immediate past president, Ron Jones. He had an informal "team NESRA" concept that I particularly like and hope to continue into 1987.

As I said earlier, I see it as my mission to guide NESRA into its first year of the long-range strategic plan. As I think this will be the way—or road map of our course—to the future, I'd like to be remembered as a contributor to this larger effort.

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1010 Huntcliff, Atlanta, GA 30338
Call (404) 587-5050

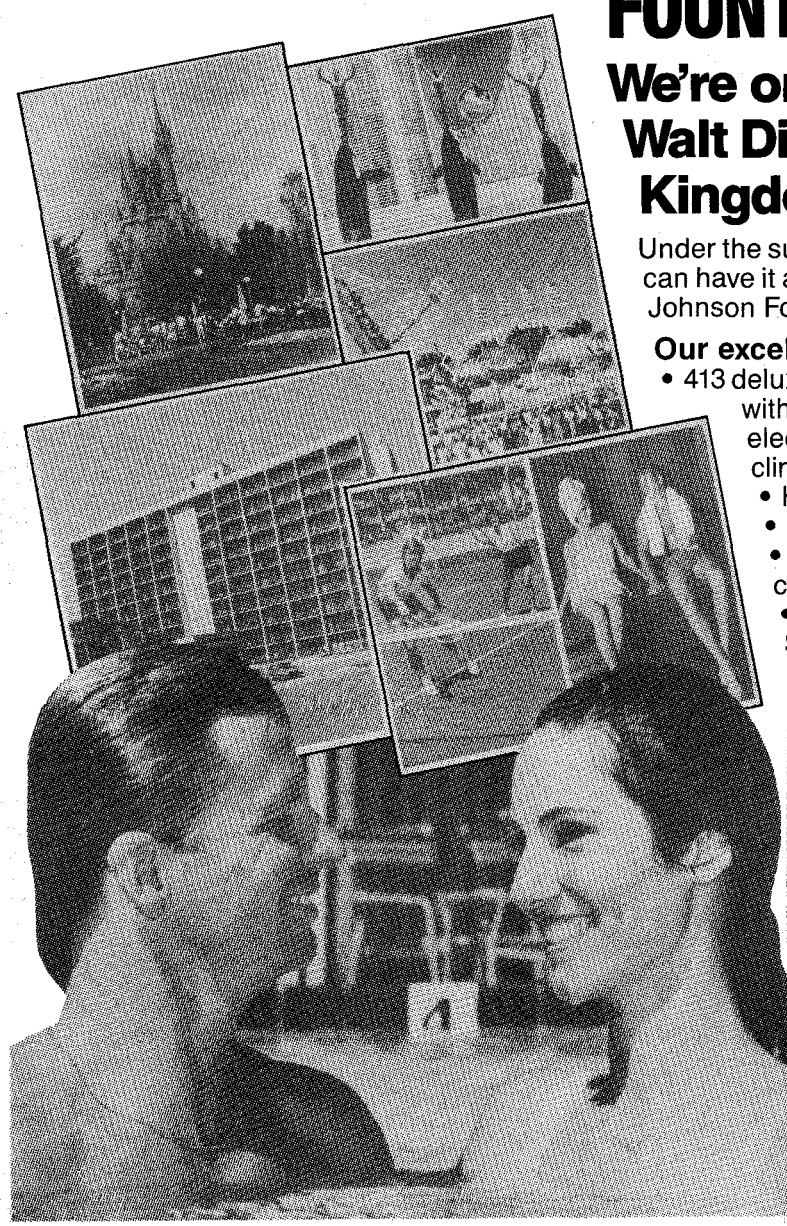
NESRA Associate Member

NESRA
Members Special
Offer Expires April 30, 1987

DESTINATION DISNEY WORLD?

WE ARE OFFERING EXTRA SAVINGS AT FLORIDA'S NEWEST AND LARGEST...

HOWARD JOHNSON FOUNTAIN PARK HOTEL



We're only 3 miles from the Walt Disney World Vacation Kingdom.

Under the sunny skies of Central Florida, your family can have it all at Florida's largest and newest Howard Johnson Fountain Park Hotel.

Our excellent accommodations include:

• 413 deluxe oversized guestrooms including suites with full kitchens (all rooms feature Yaletronics electronic lock system and individual climate control) • Room service • Heated pool • 2 lighted Tennis courts • Sauna and whirlpool • Game room • Childrens playground • 9-hole putting course • Shuffleboard • Exercise course • Restaurant & Greenhouse Lounge • Gift Shop • Non-smoking guest rooms available • Meeting and banquet facilities to 100 • Car rental guest information desk • Tickets and transportation to all attractions available.

For reservations or information:
Call Toll Free 800-327-9179
Or Call Your Travel Agent

$49*

per night, 1-4 persons
plus tax

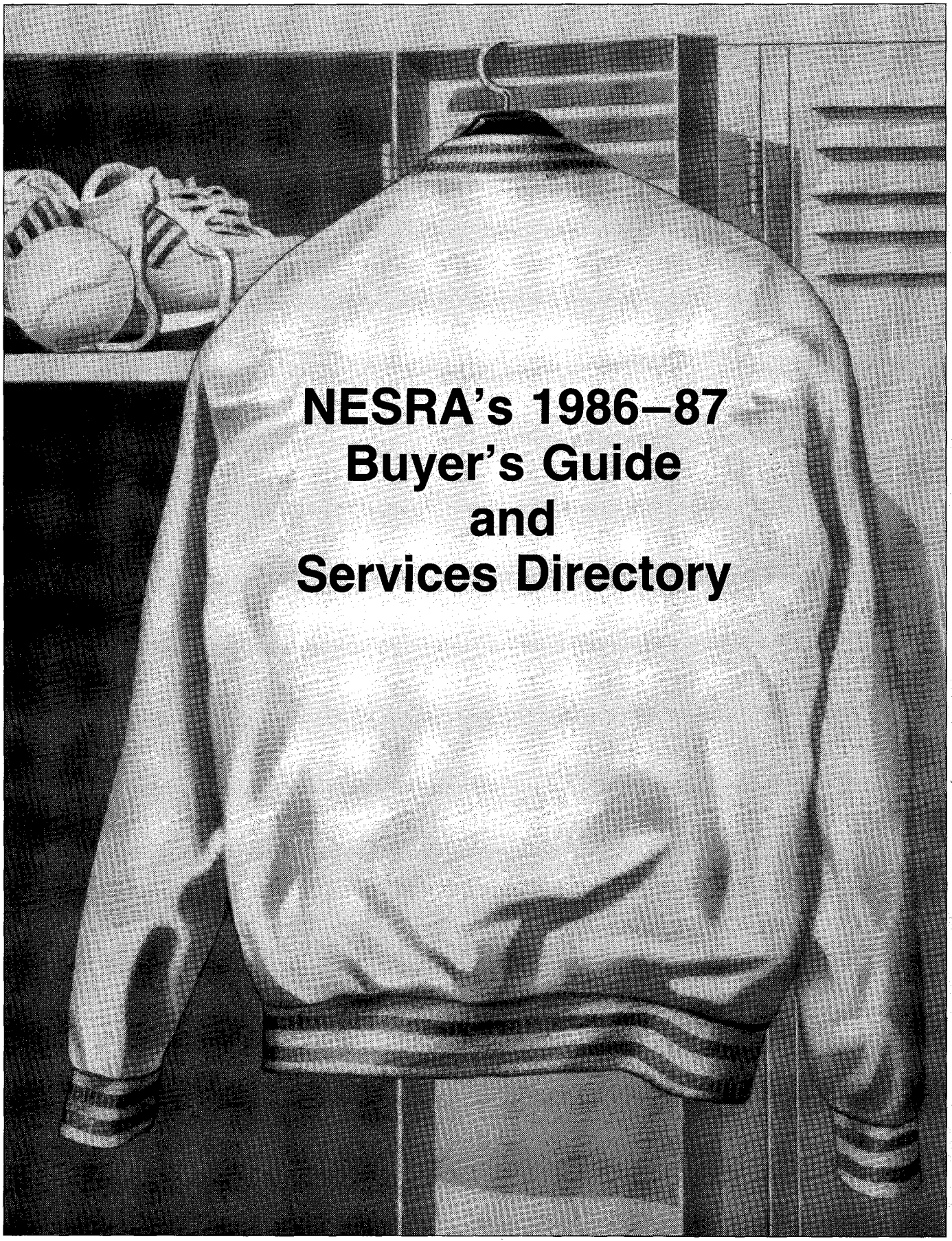
* Plus tax. Based on availability. Not valid in conjunction with any other discount.

Look for us in Booth 103 at the NESRA Exhibit

HOWARD JOHNSON

FOUNTAIN PARK HOTEL

5150 Space Coast Pkwy. (U.S. 192, east of I-4) • Kissimmee, FL 32741


NESRA's 1986–87
Buyer's Guide
and
Services Directory

EMPLOYEE DISCOUNT/FUND RAISING PROGRAMS

ACTION PACKETS, INC.
344 Cypress Rd.
Ocala, FL 32672
(800) 874-9853
(800) 342-0150 (in FL)
(904) 687-2202
Contact: Don Laurie

Manufacturers and wholesalers, Action Packets provides one-stop wholesale shopping for your employee shop: custom patches, hats, cloissone hat tacs, t-shirts, model kits, toys, bandanas, imports, books, novelties for resale or special events. Over 17,000 different products at wholesale. Identity specialists, experts in logo identification.

AMERICAN PHOTO GROUP
1010 Huntcliff
Atlanta, GA 30338
(404) 587-5050
Contact: Dale G. Powers

American Photo Group offers its customers complete film developing services. APG's labs are among the first to receive certification under a new program developed by Kodak—the Kodak Colorwatch System—for labs using Kodak paper and chemicals exclusively.

AMERICAN SKI ASSOCIATION
1888 Sherman St., Suite 500
Denver, CO 80203
(303) 861-7669
Contact: Ellen Blackburn

The American Ski Association is the largest organization of recreational skiers. ASA provides skiers substantial discounts on lift tickets, lodging and dining. Our 1986-87 ski weeks are at Vail and Steamboat, each competitively priced. Corporate discounts and fund raising opportunities are available for NESRA members.

ANECO, INC.
1290 Ave. of the Americas
Suite C-12
New York, NY 10104
(212) 315-3028
Contact: Cliff Kramon

BJ'S WHOLESALE CLUB
P.O. Box 3000
Natick, MA 01760
(617) 651-7415
Contact: Bonnie Harris

Self-service, cash & carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

BLACK & DECKER (U.S.), INC.
10 North Park Dr.
P.O.Box 798
Hunt Valley, MD 21030
(301) 683-7115
Contact: Richard MacDonald

Power tools, lawn and garden equipment, workmates and accessories, car care products, bench tools, hobby tools and many more labor-saving devices are available from Black & Decker.

BOSTONIAN SHOES
118 Carlisle St.
Hanover, PA 17331
(717) 632-7575
Contact: Joseph P. Kurelic

Bostonian Shoes offers special savings on men's footwear as well as other name brands such as Clarks of England, Hanover, Bass, Nike, Reebok, Frye Boots and Herman Boots. They also have big savings on ladies brands: Maine Woods, Rockport, Cherokee and Reebok. Savings of up to $75 per pair and up to 40 percent off retail.

BRONSON PHARMACEUTICALS
4526 Rinetti Lane
La Canada, CA 91011
(818) 790-2646
Contact: Frosty Ainlay

Bronson offers a variety of group plans for the mail-order vitamin program. Employees can save an extra 10 percent using our envelope program. No effort required to administer. Extra discounts for organizations who sell our products in their company stores. Write for complete details.

CHERRY HILL FURNITURE, CARPET & INTERIORS
P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(919) 882-0933
Contact: Donna Blair

Cherry Hill offers discounts to 50 percent. Buy fine furniture and carpet direct fron North Carolina's furniture capitol. 500 finest brands—including Henredon, Kittinger, Century and Karastan carpet. 50 years experience. Nationwide in-home delivery. Call (800) 328-0933 for quotations and brochure.

COLORCRAFT CORPORATION
3000 Croasdaile Dr.
Durham, NC 27705
(919) 383-8535
Contact: James Bernard

C.S.C. MARKETING, INC.
3336 Northaven St.
Dallas, TX 75229
(214) 350-6706
Contact: Mike Story

C.S.C. Marketing offers electronic items on consignment, such as telephones, watches, calculators, car stereos and portable jam boxes. C.S.C. also has a movie rental program.

DIPLOMAT CLOCK COMPANY
Highway 59 North
P.O. Box 188
Loxley, AL 36551
(205) 964-5045
Contact: Frank Hunt

Featuring 47 percent and higher discounts on purchases of heirloom grandfather clocks to NESRA members. Diplomat Clock Company conducts on-site shows at member organizational locations and pays the chapter 10 percent of all sales realized.

EMPLOYEE PHOTO SERVICE, USA
180 Furler St.
Totowa, NJ 07512
(201) 890-1803
Contact: Tom Kearns

Employee Photo Service offers customized film developing programs, designed so minimum staffing is required. Programs range from daily company pick-up and delivery to direct mail. Exclusive service offered to the employee activities marketplace.

EMPLOYEE PRINTING SERVICES, INC.
P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(312) 496-7345
Contact: Kay Hardy

Employee Printing Services, Inc., is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

ENCYCLOPAEDIA BRITANNICA U.S.A.
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7306
Contact: Ralph Alleman

Encyclopaedia Britannica offers an income producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

ENTERTAINMENT PUBLICATIONS, INC.
1400 N. Woodward Ave.
Birmingham, MI 48011-1075
(313) 642-8300
Contact: Shirley G. Schmitz

Entertainment® *Publications, Inc. publishes* Entertainment *coupon books in 59 U.S., six Canadian and four foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels and more.* Entertainment *provides its products to non-profit fund raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell.*

FANNY FARMER CANDIES
20 Harvard Mill Square
Wakefield, MA 01880
(800) 225-1363
Contact: Quantity Order Dept.

Since 1919, Fanny Farmer has been making the finest chocolate using only the highest quality ingredients. Now NESRA members can enjoy America's favorite candies at a savings of 20–46 percent off retail prices.

FOX PHOTO, INC.
8750 Tesoro Dr.
San Antonio, TX 78286
(512) 828-9111
Contact: Thomas L. Mewhirter

GRANDMA'S MASTER FRUIT CAKE/METZ BAKING CO.
P.O. BOX 457
201 S. 5th St.
Beatrice, NE 68310
(800) 228-4030
Contact: Ron Young

Grandma's Master Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gift, store resale item, fund raiser, or employee discounted merchandise. NESRA discount to all employee groups. Samples and brochures available on request.

GUARDIAN PHOTO
43043 W. Nine Mile Rd.
Northville, MI 48167
(313) 349-6700
Contact: Rick Frame

1985's "Photofinisher of the Year" according to Photo Trade News. *Pickup and delivery of film for processing at your work place for wholesale prices. An often-used product when made available, Guardian's program requires little or no administration.*

HIMARK ENTERPRISES, INC.
Box 1234
155 Commerce Dr.
Hauppauge, NY 11787
(516) 273-3300
Contact: Roger P. Gildersleeve

J. B. BENTON ADVERTISING
P.O. Box 1778
120 Route 9W
Englewood Cliffs, NJ 07632-0778
(201) 592-1510
Contact: Linda Parente

KATHRYN BEICH/NESTLE
1040 W. Republic Dr.
Addison, IL 60101
(312) 543-8125
Contact: George E. Schrank

Quality chocolate and confectionary products in "gift-giving" gold boxes for the holidays, birthdays and anniversaries. Also available in custom designed boxes with company logos and event designations (not available at retail).

KRAFT PACKAGING CORP.
231 Herbert Ave.
Closter, NJ 07624
(201) 768-0498
Contact: Ellen E. Rochford

Kraft Packaging offers quality Christmas gift wraps and bows priced well below those of comparable products sold at the retail level. There is a selection of 22 patterns, ranging from traditional Christmas designs and children's patterns to elegant solid foils for everyday use.

LE BOW INDUSTRIES LTD.
50 Vision Blvd.
East Providence, RI 02914
(401) 438-1100
Contact: John H. Mitchell

LSB COMPANY, INC.
1261 Broadway Ave.
New York, NY 10001
(212) 725-2277
Contact: Gary Brill

The LSB Company offers designer and brand name merchandise at below wholesale prices: Ann Klein, Gucci, Pierre Cardin, IBM, Casio and much more. Immediate delivery with no minimums. LSB features customized corporate items imprinted with name or logo. Brochures are available.

MAYER/BERKSHIRE CORP.
25 Edison Rd.
Wayne, NJ 07470
(201) 696-6200
Contact: Michael Mayer

The Mayer/Berkshire Corporation is a manufacturer of branded ladies hosiery. This is an excellent item for company-run employee stores and outlet operations.

NEW ENGLAND ART PUBLISHERS
10 Railroad St.
North Abington, MA 02351
(617) 878-5151
Contact: Walt Churchill

Beautiful personalized deluxe Christmas cards of the highest quality and designs. "Designed for particular people," New England cards have been serving recreation and employee clubs for over 35 years. Guaranteed programs.

PCA INTERNATIONAL INC.
801 Crestdale Ave.
Matthews, NC 28105
(800) 438-4809
Contact: Bill Simms

PCA provides a unique employee promotion allowing quality family portraits free and at reduced cost. Your employee will help you raise funds with our fund raising program. For details call us today.

PHOTOGRAPHIC CONCEPTS
5575 SW Jean Rd.
Lake Oswego, OR 97034
(800) 325-1990
(503) 635-4202
Contact: Rick Hall

Photographic Concepts has developed a unique employee appreciation program. Its family portrait program is the most personalized gift your employees and their families can receive. It offers a flexible employer participation program; you control your cost, or you may use our program as an employee fund raiser.

PHOTOTRON CORP.
412 W. Hospitality Lane
San Bernardino, CA 92408
(714) 381-1644
Contact: Philip H. Steblay

PRICE'S FINE CHOCOLATES
P.O.Box 378
Richmond, MO 64085
(800) 821-3008
(612) 375-7452
Contact: Matthew Hoy

Price's Fine Chocolates offers a complete line of fine chocolates and other similar items gift wrapped for Christmas and shipped freight pre-paid to your company. Discounts range from 30 to 40 percent for NESRA members. Minimum order is $300 at the discounted price.

ROSEMARIE DE PARIS CANDY
1937 Greenspring Dr.
Timonium, MD 21093
(301) 252-0900
Contact: James B. Barrell

A manufacturer and distributor of high quality candy and confections for over 25 years, offering a variety of items at wholesale prices. A good fund raiser. Call or write for a color catalogue.

SEE'S CANDIES
210 El Camino Real
South San Francisco, CA 94080
(415) 583-7307
Contact: Sue Keller

Substantial quality order discounts given, as well as free delivery to one destination, on orders of 50 pounds or more of See's boxed chocolates.

SHEAR MADNESS
Charles Playhouse
74 Warrenton St.
Boston, MA 02116
(617) 451-0195
Mayfair Theatre
636 S. Michigan Ave.
Chicago, IL 60605
(312) 786-9317
Contact: Janis B. James

Shear Madness is the side-splitting comedy whodunit that lets the audience play armchair detective. Longest running play in history of Boston and Chicago. Generous group discounts.

THE SHIRT BROKER
3828 Stewart Rd.
Atlanta, GA 30340
(404) 454-7720
Contact: Chuck Honess

The Shirt Broker gives corporate employee buying clubs an easy inexpensive way to buy classic dress shirts and fine silk ties for its employees. Our corporate program features everything you would expect from a business source: quality products, wholesale prices and fast considerate service. For more details please call or write us.

SWERSEY'S CHOCOLATES
54-01 Grand Ave.
P.O. Box 286
Maspeth, NY 11378
(718) 497-8800
Contact: John Swersey

Swersey's Chocolates' group buying plan provides the finest quality chocolates and gift items at special NESRA wholesale prices. Employee associations can deliver substantial savings to employees or use as a holiday fund raiser during Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day.

TENNESSEE GOLD AND SILVER EXCHANGE
1717 Elm Hill Pike
Nashville, TN 37210
(800) 233-8088
(615) 360-2277
Contact: Phyllis Crowell

The Tennessee Gold and Silver Exchange offers a direct employee mail order program and a company store program. NESRA members receive a 20 percent discount on its entire line of 14K, precious stone, sterling silver and gold filled jewelry.

UNITED STATES CHEMICAL CORP.
2655 North Mayfair Rd.
Milwaukee, WI 53226
(800) 558-9566
(414) 475-5990 (in WI)
Contact: Naomi Davidson

U.S. Chemical manufactures laundry detergents, dishwashing and general housekeeping products. We offer a discount program for your company that will enable employees to purchase commercial quality products at substantial savings. Please call for details.

UNIVERSAL STUDIOS TOUR
P.O. Box 8620
Universal City, CA 91608
(818) 777-3793
Contact: Alice Ward

At Universal Studios Tour you'll meet King Kong . . . he's over 30 feet tall, and guaranteed to make you scream—for more! Plus, you will visit our famous back lot and enjoy five live shows in our entertainment center.

WET 'N WILD, INC.
6200 International Dr.
Orlando, FL 32819
(305) 351-1800
Contact: Kim Perkins

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet 'n Wild has parks located in Orlando, Florida; Las Vegas, Nevada; and Arlington, Texas; offering a 15 percent Sun 'n Surf Club discount to NESRA members at all locations.

WINDJAMMER BAREFOOT CRUISES, LTD.
P.O. Box 120
Miami Beach, FL 33119
(800) 327-2600
Contact: Susan Burke

Sail a tall ship to remote Caribbean islands. Sign aboard with the world's largest fleet of tall ships. Leisurely explore uninhabited islands, swim in crystal clear waters, shop native villages, enjoy exotic cuisine. Six days before the mast from $625. Save up to 50 percent on air fare from major U.S. and Canadian gateways with our Fareshare program. NESRA discount, 20 percent from cruise fare. Call for free adventure booklet.

FAMILY ENTERTAINMENT CENTERS

BRUNSWICK RECREATION CENTERS
One Brunswick Plaza
Skokie, IL 60077
(312) 470-4184
Contact: Randy Wagner

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

CHARLESTOWN FACTORY OUTLET CENTER
311 Turner St.
Utica, NY 13501
(315) 724-8175
Contact: Public Relations Department

The CharlesTown Factory Outlet Center offers discounts of 25 to 70 percent on first quality brand name merchandise direct from 30 manufacturers, all under one roof. Please write or call for further information.

DARIEN LAKE THEME PARK
Darien Center, NY 14040
(716) 599-4501
Contact: Al Baldy

NESRA members are invited to experience Darien Lake, America's newest and New York State's largest major theme park, with over 2,000 campsites, 200 R.V. rental units, rides, lakes, live shows, food outlets and much, much more.

FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE
P.O. Box 370
Silver Springs, FL 32688
(904) 236-2121
Contact: Chuck Coates

Great Entertainer Club Card available to companies as a free employee benefit. Provides a 15 percent discount on all admissions at Silver Springs, Weeki Wachee, Wild Waters, Buccaneer Bay, and rooms at the Holiday Inn, Weeki Wachee. Application from Silver Springs.

GEAUGA LAKE—FUNTIME, INC.
1060 Aurora Rd.
Aurora, OH 44202
(216) 562-7131
Contact: Julie Stokes

KINGS ISLAND
% Group Sales
P.O. Box 400
Kings Island, OH 45034
(513) 241-5600
Contact: Jerry Greager

A 1,600-acre family entertainment center, Kings Island is a six-themed area amusement park with over 100 rides, attractions and shows. A Jack Nicklaus 36-hole golf and tennis sports center, the College Football Hall Of Fame, two full service motels, campgrounds, and the Outlet Mall are among the many attractions. Discounts available.

MEADOWLANDS ARENA
P.O. Box C-200
E. Rutherford, NJ 07073
(201) 460-4114
Contact: Norine E. Barnett

The Meadowlands Sports Complex—Meadowlands Arena, Giants Stadium, and Meadowlands Racetrack—is America's number one sports and entertainment address offering the finest year round in professional sports, college and amateur athletics, concerts, family shows, Indy car racing, thoroughbred and harness racing, and other special events.

QUEEN MARY & SPRUCE GOOSE ATTRACTION
Pier J
Long Beach, CA 90801
(213) 435-3511, × 1252
Contact: Therese Frayne

Visit the world's largest ocean liner afloat and the biggest airplane ever built—The Queen Mary and Spruce Goose attractions. Now open is Time Voyager—the ultimate time travel experience. The Voyager Club offers NESRA member companies 10 percent off combination attraction tickets year round; 10 percent off most merchandise and the Hotel Queen Mary.

SEA WORLD, INC.
1720 South Shores Rd.
San Diego, CA 92109
(619) 226-3845
Contact: Chris Norgaard

Sea World offers several options for companies promoting discounts to their employees at Sea World of California, Sea World of Florida and Sea World of Ohio. Each discount admission program is designed to fit the needs of your recreation program. Choose from a company sponsored picnic catered by Sea World, to company discount days, or our official membership discount club—Shamu's Dolphin Club.

WALT DISNEY'S MAGIC KINGDOM CLUB
P.O. Box 4489
Anaheim, CA 92803
(714) 999-4162
Contact: Bob Baldwin

Walt Disney's Magic Kingdom Club offers a variety of leisure benefits and programs to employees of more than 21,000 participating organizations throughout the United States, Canada, Mexico and the Orient.

WISCONSIN DELLS VACATION CLUB
P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031
Contact: Thomas Diehl

FITNESS EQUIPMENT/ FACILITIES/SERVICES

3-D BANNER SYSTEMS INC.
3717 Rosecrans Ave.
Hawthorne, CA 90250
(213) 679-4792
Contact: Howard Messer

3-D Banner manufactures a wide range of changeable/reusable banners and signs used in the promotion of indoor and outdoor events. Using a velcro-like material, they enable you to make hundreds of messages—increasing employee awareness and participation in company events.

CCE, INC.
P.O. Box 400
W. Falmouth, MA 02574
(617) 563-2284
Contact: Arthur B. Jerome, Jr.

FITNESS MANAGEMENT MAGAZINE
3923 West 6th St.
Los Angeles, CA 90020
(213) 385-3926
Contact: Nancy Field

Fitness Management *magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.*

HEALTH EDCO, INC.
P.O. Box 21207
Waco, TX 76702-1207
(817) 776-6461
Contact: Leonard Hooks

Health Edco sells health promotion aids for smoking, alcohol, drug abuse, cancer awareness, breast cancer detection and prevention. Items include displays, audio-visuals, teaching models, posters and videos.

HYDRA FITNESS INDUSTRIES
P.O. Box 599
2121 Industrial Park Rd.
Belton, TX 76513
(800) 433-3111
Contact: Larry Johnson

JAYFRO CORPORATION
Box 400
Waterford, CT 06385
(203) 447-3001, ×238
Contact: Evelyn Kroll

MARCY FITNESS PRODUCTS
2801 W. Mission Rd.
Alhambra, CA 91803
(800) 423-3920
(818) 570-1222
Contact: Michelle Robinson

Marcy Fitness Products is a 40-year-old manufacturer of commercial fitness products offering a self-guiding and safe exercise program. Cardiovascular/aerobic workout is included as well as toning/strength and flexibility. National distribution and service are available.

MUSCO SPORTS LIGHTING, INC.
2107 Stewart Rd.
P.O. Box 14
Muscatine, IA 52761
(318) 263-2281
Contact: Brian Connel or Luann Schillig

Musco Sports Lighting produces award-winning lighting for recreation and athletic fields. Musco offers design, manufacture, installation and financing of sports field lighting systems.

RADISSON INN AND JUSTUS SPORTS AND WELLNESS CENTER
8444 International Dr.
Orlando, FL 32819
(800) 752-0003
Contact: Dona Meert

This unique hotel, aquatic and wellness complex has 300 oversized rooms, meeting facilities, restaurant, lounge, wellness laboratory, Nautilus, indoor/outdoor pool, tennis, indoor racquetball, aerobics, and nutrition programs. The complex is located minutes from Disney and Sea World.

UNIVERSAL GYM EQUIPMENT, INC.
930 27th Ave., S.W.
P.O. Box 1270
Cedar Rapids, IA 52406
(319) 365-7561
Contact: Doug Oxsen

Universal Gym Equipment manufactures a complete line of single station and multi-station weight training equipment, free weights and computerized aerobic exercise equipment including AerobiCycle exercise bike, ComputeRow rowing machine and Tredex tredmill. Write for a free catalogue.

UNIVERSITY OF MICHIGAN FITNESS RESEARCH CENTER
401 Washtenaw Ave.
Ann Arbor, MI 48109-2214
(313) 763-2462
Contact: Terri A. Goodman

The University of Michigan Fitness Research Center offers innovative health promotion services shaped to your organization's needs. Its scientifically designed products include: Lifestyle Analysis System, Fit Test *software, health risk appraisal, HRA software, Lifestyle Analysis Questionnaire, organizational summaries,* Healthlines, Targets, Access-UM, *consulting, lifestyle seminars and videos.*

WALLYBALL INTERNATIONAL, INC.
11050 Santa Monica Blvd.
Los Angeles, CA 90025
(213) 477-8534
Contact: Joe Garcia

HOTELS/RESORTS

ASCUTNEY MOUNTAIN RESORT
Box 29-18
Brownsville, VT 05037
(800) 243-0011
(802) 484-7711
Contact: David West

Ascutney Mountain Resort is offering special discounts on ski & stay packages, golf, tennis and foliage packages, to participating NESRA companies. Resort facilities include 1530-foot vertical, 31 trails, 70 percent snowmaking, x-country, 100-unit slope condo/hotel, and a sports/health center.

THE BILTMORE COMPANY
P.O. Box 5375
Asheville, NC 28813
(704) 274-1776
Contact: Keith Yeatman

COLONY PLAZA HOTEL
W. Hwy. 50—FL Turnpike Exit 80
Ocoee, FL 32761
(800) 821-0136
(305) 656-3333
Contact: Michael R. Hyams

The Colony Plaza Hotel is a 300-room hotel centrally located to downtown Orlando, Disney World and Epcot, with swimming pool, game room, lounge, full-service dining room, gift shop and laundry facilities. It is a Golden Tulip Hotel (subsidary of KLM Airlines). Special discounts are available to NESRA members.

COMFORT INN VICTORIAN
1175 Black Horse Pike (Rts. 40/322)
P.O. Box 739
Pleasantville, NJ 08232
(800) 992-8880
(609) 646-8880
Contact: Michael Miller

The Comfort Inn Victorian in Atlantic City/Pleasantville offers 119 rooms in a wooded setting minutes from downtown Atlantic City, casinos, military/technical facilities and major corporations. Free shuttle service to Atlantic City, free continental breakfast and meeting rooms, low rates and a variety of discounts and special packages are available.

COMMERCIAL MANAGEMENT CORPORATION
9990 International Dr.
Orlando, FL 32809
(305) 345-1623
Contact: Mark A. Earles

Commercial Management operates 40 Days Inn hotels in seven states including Florida, Georgia, North Carolina, Virginia, Alabama, Arkansas and Indiana. Resort locations: Disney World, Daytona Beach, Atlanta, Charlotte, Asheville and the Florida Keys.

THE COURT OF FLAGS RESORT
5715 Major Blvd.
Orlando, FL 32819-7988
(800) 327-0721
Contact: Sales Dept.

The ideal resort hotel for your action-packed Orlando-Walt Disney World Vacation has 800 rooms on 25 acres, three pools, Tiki Bar, tennis, golf, lounge with live entertainment and much more. Ask for year-round special NESRA rate of $40 (one to four people).

DAYS INNS OF AMERICA, INC.
2751 Buford Highway NE
Atlanta, GA 30324-3207
(404) 325-4000
Contact: Susan Melum

DUNFEY HOTELS
500 Lafayette Rd.
Hampton, NH 03842
(603) 926-8911
Contact: Lee Ferris

EMBASSY SUITES HOTELS
222 Las Colinas Blvd., Suite 1700
Irving, TX 75039
(214) 556-1133
Contact: Lee Wegner

The 63 Embassy Suites Hotel locations offer two-room suites, living room and private bedroom, for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages every evening are available. Airport transportation is provided at most locations.

GEORGE WASHINGTON LODGE COMPANY
990 DeKalb Pike
King of Prussia, PA 19406
(215) 265-5000
Contact: Dan Logan

The George Washington Lodge Company has seven motels located on the Pennsylvania Turnpike at exits 24, 25, 27, 28 and near exit 33 of the N.E. Extension. Group rates are available.

HACIENDA RESORT HOTEL & CASINO
3950 Las Vegas Blvd., South
Las Vegas, NV 89119
(702) 739-8911
Contact: Clem Bernier

The Hacienda Resort Hotel & Casino offers over 800 rooms and suites, casino gaming, showroom, five restaurants and bars plus lounge entertainment. A Sunday-Thursday special rate of $30 plus tax and Friday-Saturday-holiday rate of $39 plus tax, single or double occupancy, are available.

HOLIDAY INN HOTEL RESORT GATLINBURG
333 Airport Road
Gatlinburg, TN 37738
(800) 435-9201
(800) 435-9202 (in TN)
(615) 436-9201
Contact: Bill Ryan

This year-round hotel resort surrounded by wooded mountains and streams offers a Holidome recreation area, two indoor pools, one outdoor pool, a whirlpool and two saunas; tennis, hiking nearby; close to aerial tramway to Ober Gatlinburg Ski Resort. Call for special discounted vacation packages for all seasons, subject to availability.

HOLIDAY INNS, INC.
5850 T.G. Lee Blvd., Suite 320
Orlando, FL 32812
(305) 851-4023
Contact: Laurie Cardenuto

Call Holiday Inns' toll free (800) 826-7676 reservations line for discounted rates on complete packages. Available with air fare, rental car and hotel room, or hotel room only packages. Available in Orlando, Cocoa Beach, Miami, Miami Beach and Charleston, SC. Color brochures upon request.

HILTON INNS-ORLANDO/ KISSIMMEE
7400 International Dr.
Orlando, FL 32819-8294
(305) 351-4600
Contact: Wayne Nixon

HOWARD JOHNSON FOUNTAIN PARK HOTEL
5150 W. Spacecoast Parkway
Kissimmee, FL 32741
(305) 396-1111
Contact: Tom Davis

413 luxurious oversized rooms/suites, restaurant, banquet/conference facilities, heated swimming pool, jacuzzi, lighted tennis courts, challenge exercise course, 9-hole putting green, shuffleboard, playground, lounge, game room, gift shop, saunas, fantasy movie theater, guest laundry facilities and free shuttle to Walt Disney World are available. A $49 rate (one to four people) is valid through April 30, 1987.

HSI HOTELS/HSI RESERVATIONS
7850 Vance Dr., Suite 220
Denver, CO 80003
(303) 431-6881
Contact: Patricia Rahner

Hotel Systems International owns and operates the DuPont Plaza, Washington; Seven Seas Lodge, San Diego; Grand Hotel, Anaheim; Barclay, Philadelphia; Sir Francis Drake, San Francisco; DuPont Plaza Hotel & Casino, San Juan; Mendocino Hotel & Garden Cottages, Mendocino; Dream Inn, Santa Cruz; Inn At The Park, Anaheim.

KILLINGTON SKI AREA
Killington Rd.
Killington, VT 05751
(800) 422-3333
Contact: Betsy McKeever

LA MIRAGE HOTEL AND CASINO
377 East Flamingo Rd.
Las Vegas, NV 89109
(800) 634-6617
(702) 733-7777
Contact: Sandy Martin

The La Mirage Hotel and Casino is located two miles from McCarren International Airport and ¾ mile from the Las Vegas strip. All rooms are mini-suites. Lovely gardens create a serene atmosphere; relax at the pool or jacuzzi. A restaurant, casino, nightly entertainment, cocktail lounge and free shuttle to the strip are available.

LOEWS HARBOUR COVE HOTEL
666 Fifth Ave.
New York, NY 10103
(212) 841-1526
Contact: Gigi Carroll

Loews Harbour Cove Hotel (Nassau, Bahamas) has 250 luxurious rooms, intimate beach, palm-fringed pool deck, day and night tennis, water sports, glamorous dining and entertainment. Golf nearby. Free transportation to downtown Nassau. Short walk from the Paradise Island Casino.

MARK 2100 HOTEL
2100 North Atlantic Blvd.
Ft. Lauderdale, FL 33305
(800) 334-MARK
(305) 566-8383
Contact: Fred Speier

This low-rise oceanfront resort consists of eight buildings and 130 rooms on 550 feet of beautiful beach. There is a full bar, restaurant and lounge facilities with entertainment nightly (except Mon.). Three pools (two heated), shuffleboard, 18-hole putting course and free off-street self-parking. Color TV with cable and self-dial telephones.

MCDONOUGH HOTELS
P.O. Box 1825
Parkersburg, WV 26102
(800) 624-1921
Contact: Linda Craig

Dromoland Castle and the Clare Inn offer a 15 percent discount on Ireland's loveliest resort hotels, located in a 450-acre estate, eight miles from Shannon Airport, County Clare, Ireland.

MILFORD PLAZA HOTEL
270 West 45th St.
New York, NY 10036
(212) 869-3600
Contact: Jody Greenberg

MOUNT SNOW LTD.
Mountain Rd.
Mount Snow, VT 05356-2810
(800) 451-4443
(802) 464-3333
Contact: Craig A. Clapp

This four-season ski and golf resort has group and individual skiing and golf packages, including discounts for groups and individuals on selected packages.

PARK TERRACE HILTON
10330 Natural Bridge Rd.
St. Louis, MO 63134
(800) 345-5500
(314) 426-5500
Contact: John D'Astice

The Park Terrace Hilton is a luxury hotel located at the St. Louis International Airport. A complete health club including indoor and outdoor pools, sauna, whirlpool, tanning spa, electronic game room and children's playground are also available on the hotel property.

PRINCESS CRUISES RESORTS & HOTELS
2029 Century Park East
Suite #3000
Los Angeles, CA 90067
(800) 344-2626
(213) 553-1770
Contact: Raymond B. Shepard

Princess Cruises Resorts & Hotels is a hospitality management company specializing in resorts and hotels in southern California. Properties include: Alicante Princess, Garden Grove; Casa Sirena, Oxnard; Desert Princess Resort, Palm Springs; Vacation Village, San Diego.

QUALITY INN KINGS ISLAND
I-71 & St. Rt. 741 (Exit 25)
Mason, OH 45040
(800) 227-7100
(513) 398-8075
Contact: Diana Hanna

The Quality Inn offers a 10 percent discount off regular room rates Friday-Saturday nights, a 15 percent discount Sunday–Thursday nights. Advance reservations are suggested, based upon space availability. Not valid with any other discount or promotion. Discount flyers are available.

RAMADA HOTEL NEW ORLEANS
1732 Canal St.
New Orleans, LA 70112
(504) 525-5525
Contact: Sharon Norton

RESORT INNS OF AMERICA
5606 Gulf Blvd.
St. Petersburg, FL 33706
(813) 360-2731
Contact: Joanie Brumer

SANDS HOTEL & CASINO
Indiana Ave. & Brighton Park
Atlantic City, NJ 08401
(609) 441-4150
Contact: Joe Digirolamo

SEABROOK ISLAND RESORT
P.O. Box 32099
Charleston, SC 29417
(800) 845-2475
Contact: Judy Hardee

Seabrook Island, a private oceanside resort 23 miles south of historic Charleston, offers luxury villa accommodations, dining, championship golf and tennis, deep sea charters, horseback rides, bicycles, sailing, children's programs, pools and sandy beaches. Fifteen percent discount on daily villa rates, 10 percent discount on weekly villa rates, 10 percent discount on daily package rates year-round. Ask about your NESRA discount.

SHERATON PLAZA-PALM SPRINGS RESORT & RACQUET CLUB
400 East Tahquitz Way
Palm Springs, CA 92262
(619) 320-6868
Contact: Teri E. Sutherland

SHERATON STURBRIDGE RESORT & CONFERENCE CENTER
Route 20
Sturbridge, MA 01566
(617) 347-7393
Contact: John Folks

This 250-room lakeside resort features sailing, rowing, canoeing, paddleboats, fishing, swimming and tennis. There is an indoor pool, health club with Nautilus equipment and racquetball. Twenty different meeting rooms accommodate up to 1,000 people. Opposite Old Sturbridge Village off of I-84 and the Massachusetts Turnpike.

SHERATON TUCSON EL CONQUISTADOR
10000 North Oracle Rd.
Tucson, AZ 85704
(602) 742-7000
Contact: R. A. Vaughan

The El Conquistador is a self-contained luxury resort featuring 440 rooms, golf, tennis, horseback riding, spa, three restaurants and four lounges. 1987 rates: Jan. 1–May 20—$120; May 21–Sept. 15—$50; Sept. 16–Dec. 31—$95. Based on availability. Identify NESRA when calling.

STOUFFER HOTELS
29800 Bainbridge Rd.
Solon, OH 44139
(216) 248-3600
Contact: Rick Reading

The Stouffer Hotels are a deluxe hotel chain of 24 properties.

SURFSIDE RESORTS
2500 N. Atlantic Ave.
Daytona Beach, FL 32018
(800) 874-6996
(800) 342-4902 (in FL)
(904) 672-0990
Contact: Sue Wills

The LaPlaya-Best Western, Howard Johnson's Oceanside and the Pirates Cove Beach Lodge are luxury hotels all directly located on the world's most famous beaches. There are a wide array of accommodations to choose from, including large efficiencies and suites. Fine dining and entertainment, and convention, meeting and banquet fa-

cilities for up to 250 people are available. Lodging discounts of up to 25 percent are available for NESRA members.

UNION PLAZA HOTEL & CASINO
Number One Main St.
Las Vegas, NV 89101
(800) 634-6575
Contact: Harvey Diederich

WESTIN HOTELS & RESORTS
The Westin Building
2001 Sixth Ave.
Seattle, WA 98121
(206) 443-5274
Contact: Jim Weiss

Westin offers special NESRA Benefit Packages and the NESRA Westin Weekend package at its participating hotels and resorts in Canada, Mexico and the United States. Discounts to NESRA member company employees average 50 percent. For information on package folders and 8½" × 11" bulletin board poster/flyers write or call. For reservations call (800) 228-3000 in the U.S. and Canada. Ask for the NESRA Benefit Package or the NESRA Westin Weekend by name when making reservations.

WHEELING PARK COMMISSION
Oglebay—Route 88
Wheeling, WV 26003
(304) 242-3000
Contact: Patricia Mollica Hargleroad

Oglebay, a resort for all seasons, provides family corporate recreation activities, overnight accommodations, and December's "Festival of Lights." Wheeling Park is a family recreation complex, specializing in corporate picnics. It offers discounts on admissions and hotel accommodations (based on availability).

WHISKEY PETE'S ALL NEW CASINO AND BEST WESTERN HOTEL
P.O. Box 14965
I-15 South California/Nevada Border
Las Vegas, NV 89114-4965
(702) 382-4388
Contact: Fred Hasty

Whiskey Pete's offers your favorite games of chance, three new restaurants, two pools, jacuzzi, live entertainment, satellite TV and free in-room coffee. Forty-five miles south of Las Vegas, NESRA members receive a 10 percent discount.

WYNDHAM HOTEL COMPANY
P.O. Box 58600
Dallas, TX 75258
(214) 651-0346
Contact: Marietta Baldwin

Wyndham Hotels and Resorts manages hotels in Atlanta, Georgia; Austin, Texas; Chicago, Illinois; Dallas, Texas; Houston, Texas; Orlando, Florida; Philadelphia, Pennsylvania; San Antonio, Texas; and off-shore resorts in Kingston and Montego Bay, Jamaica; Nassau, Bahamas; and St. Thomas, U.S.V.I.

PROFESSIONAL SERVICES

AMERICAN HEALTH CONSULTANTS
67 Peachtree Park Dr., N.E.
Atlanta, GA 30309
(404) 351-4523
Contact: Gail Poulton

American Health Consultants publishes Employee Health & Fitness, *the monthly newsletter providing the latest news and information concerning the promotion of employee health and well being.*

ATHLETIC BUSINESS
1842 Hoffman St., Suite 201
Madison, WI 53704
(608) 249-0186
Contact: Melanie Bingham

Athletic Business *is a magazine for those whose responsibility is the business of planning, financing and operating athletic/recreation/fitness programs and facilities. The magazine is free of charge for those who qualify.*

CLUB INDUSTRY MAGAZINE
1415 Beacon St., #320
Boston, MA 02146
(617) 277-3823
Contact: Marc Onigman

Club Industry *magazine features articles on corporate fitness programs, new product information, and trends in the fitness and recreation industry. All NESRA members are eligible for a free subscription. If you haven't seen* Club Industry, *write for a free subscription.*

C.S. PHOTO
47 Main St.
New Britain, CT 06050
(203) 229-2057
Contact: Steve Zoref

C. S. Photo is a full-service photo finisher. It offers high quality photofinishing using only Kodak paper and chemicals. C. S. Photo is a member of the Kodak Colorwatch System.

GALLOWAY PROMOTIONS
2039 Washington Rd.
Spartanburg, SC 29302
(800) 845-5033
Contact: Linda Galloway

Galloway Promotions can supply a virtually unlimited range of products imprinted with your logo or special message for such programs or events as employee incentive plans, fundraising, theme parties, company stores, picnics, gifts and much more.

HASTINGS & CHIVETTA ARCHITECTS AND PLANNERS
101 S. Hanley, Suite 1700
St. Louis, MO 63105
(314) 863-5717
Contact: J. James Flynn

Specialists in corporate recreation facilities, Hastings & Chivetta offers a full range of services from feasibility studies through architectural design.

NATIONAL GOLF FOUNDATION
1150 South U.S. Highway One
Jupiter, FL 33477
(305) 744-6006
Contact: Bill Jasso

The National Golf Foundation has an extensive catalogue of golf publications relating to the development and operation of new and existing golf facilities; golf instruction programs for schools; programs to increase the utilization of existing golf facilities and to encourage new players to take up the game.

NATIONAL RECREATION CONSULTANTS, INC.
P.O. Box 1211
Salem, NH 03079
(603) 898-6340
Contact: Michael Bergen

National Recreation Consultants are the writers and consultants of "How To Have Fun At Work"—the complete "how to" book on starting and continuing successful recreation programs at work. This book revolutionizes employee recreation across the country. On sale now, call today for details.

NUTRASMART
4030 Spencer St., Suite 105
Torrance, CA 90503
(213) 214-1464
Contact: Brad Alesso

Provide your employees with a tasty and nutritionally-balanced way to lose weight. The NurtraSmart Cookie® was designed by a registered dietitian to provide drug-free appetite control, eight essential vitamins, four types of fiber and calcium. 30 percent off retail to NESRA members.

PLATINUM ADVERTISING, INC.
122 South Hardy, #7
Tempe, AZ 85281
(602) 968-4444
Contact: Benjamin L. Arnold

Platinum Advertising is a full-service advertising agency that specializes in advertising, marketing, special promotions and conceptual design within the amusement and entertainment industries.

PROFESSIONAL ASSOCIATION OF DIVING INSTRUCTORS
1243 E. Warner Ave.
Santa Ana, CA 92705
(714) 540-7234
Contact: Robert Wohlers

PADI offers design and development of specialized corporate recreational scuba programs. Professional representation of local retailers and providers of diving equipment, diving travel and diving instruction is provided.

TOTAL LEISURE COUNSELING
2730 Wilshire Blvd., #350
Santa Monica, CA 90265
(213) 829-7430
Contact: Mark Jason

Through testing based on academic research, Total Leisure Counseling matches individuals, corporate employees and executives, and the military to specific activities with a high probability of personal enjoyment.

UNITED SAVINGS ASSOCIATES, INC.
801 W. Freeway, Suite 601
Grand Prairie, TX 75051
(800) USA-3003
(214) 262-2693
Contact: Larry Markley

USA Consumer Savings card provides an extensive discount offered by local merchants in your area. The USA card will also be honored by merchants nationwide. This money saving program is free to you; call for more information.

PROGRAM SUPPLIES

A.L.M. INCENTIVES
18 Lyman St.
P.O. Box 4265
Westborough, MA 01581
(617) 366-0290
Contact: Alice R. Bucca

THE ATHLETIC INSTITUTE
200 Castlewood Dr.
North Palm Beach, FL 44308
(305) 842-3600
Contact: Dustin A. Cole

The Athletic Institute produces educational films, videos and books on sports techniques, physical education, youth and recreational sports, facilities development, and graduate study in sports management.

AWARDS BY KAYDAN
909 Main St.
Antioch, IL 60002
(312) 395-2900
Contact: Daniel Dreyer

CHANNING L. BETE CO., INC.
200 State Rd., Dept. W100
S. Deerfield, MA 01373
(413) 665-7611, x 321
Contact: Helene G. Czuy

This company provides scriptographic booklets for employee communications programs: health and safety promotion, stress, nutrition, employee assistance, attitude and motivation, and so on. Scriptography employs a concise blend of words and graphics to present information in a way that is easy to read and understand.

CLYDE A. SHORT COMPANY
P.O. Drawer 310
Shelby, NC 28150
(704) 482-9591
Contact: Chad Chastain

The C.A.S. Company is one of the nation's leading suppliers of gifts and awards to industry. Specializing in development, administration and fulfillment, it offers 28 individually priced catalogues. Shipping in all 50 states, the catalogues promote employee involvement and family participation through recognition.

CULVER COMPANY
400 Main St.
Stamford, CT 06901
(800) 4-CULVER
(203) 348-9808
Contact: Brennan Culver

The Culver Company is a publisher of full-color educational booklets which use eye-catching graphics and crisp copy to communicate information on subjects such as stress, alcoholism, safety, etc. Call our toll-free number for a free sample of our booklets.

FUN SERVICES, INC.
221 E. Cullerton St.
Chicago, IL 60616
(312) 225-8187
Contact: Brian E. Russell

This franchise system of offices across the country helps people with company picnics and parties. Fun Services can supply a variety of games and programs for both adults and children. They also specialize in premium, imprinted and fund raising items. To locate office nearest you, call (800) 621-1570.

NORTH AMERICAN MARKETING CORP.
1260 Silas Deane Highway
Wethersfield, CT 06109
(203) 563-3776
Contact: James Tillona

ONEIDA SILVERSMITHS
Kenwood Station
Oneida, NY 13421
(315) 361-3211
Contact: Bill Hicks

Oneida Silversmiths offers silverplated Holloware, stainless steel flatware, sterling flatware, silverplated flatware and cutlery to NESRA members at discounts of up to 60 percent.

PRECISION DYNAMICS CORP.
13880 Del Sur St.
San Fernando, CA 91340-3490
(818) 897-1111
Contact: Ellen Repar

Precision Dynamics offers Visa® band access and crowd control identification bracelets.

VIKING PENGUIN, INC.
40 W. 23rd St.
New York, NY 10010
(212) 337-5423
Contact: Ann Klein

Viking Penguin is a publisher of hardcover and paperback books for adults and children on a wide variety of subjects, fiction and non-fiction. It offers a 40 percent discount on quantities of 10 or more.

SPORTING GOODS/ INFORMATION

AMATEUR SOFTBALL ASSOCIATION OF AMERICA
2801 N.E. 50th St.
Oklahoma City, OK 73111
(405) 424-5266
Contact: Don Porter

AMERICAN BOWLING CONGRESS
5301 South 76th St.
Greendale, WI 53129
(414) 421-6400
Contact: Jack Mordini

American Bowling Congress is a non-profit, non-commercial voluntary membership organization providing goods and services to its nearly 4 million members actively involved in the sport of American tenpins.

INTERNATIONAL SNOWMOBILE INDUSTRY ASSOCIATION
3975 University Drive, Suite 310
Fairfax, VA 22030
(703) 273-9606
Contact: Roy W. Muth

ISIA coordinates seminars on snowmobiling for corporate audiences located within the North American snow belt. Seminar subjects include history of the sport, familiarization with the vehicle, where to ride locally, regulations governing the sport, snowmobiling club activity and snowmobiling tourism opportunities.

NATIONAL RIFLE ASSOCIATION
1600 Rhode Island Ave., N.W.
Washington, D.C. 20036
(202) 828-6000
Contact: John J. Grubar

SPORTSWEAR

CHAMPION PRODUCTS, INC.
3141 Monroe Ave.
Rochester, NY 14618
(716) 385-3200
Contact: Ron Guarino

INTERNATIONAL PLAYTEX
700 Fairfield Ave.
Stamford, CT 06904
(203) 356-8000
Contact: Dave Scheiber

International Playtex is a manufacturer of intimate apparel, including the famous Cross Your Yeart and 18 Hour brands. Family products, including shampoos, conditioners, mousse, sanitary products and nursers, are also available. Market leader in many categories.

VELVA SHEEN MFG. CO.
3860 Virginia Ave.
Cincinnati, OH 45227
(800) 543-4950
(800) 582-7293 (in OH)
Contact: Joyce Belyea

Velva Sheen offers imprinted sportswear—T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

TRAVEL: CRUISE LINES/ AIRLINES/AGENCIES

AER LINGUS
122 E. 42nd St.
New York, NY 10168
(800) 223-6876
Contact: Jim Burke

AER Lingus offers year-round scheduled services from the U.S.A. to Ireland and on to Britain and Europe. Special group and incentive programs are available for employee organizations.

AIR FRANCE
875 N. Michigan Ave.
Chicago, IL 60611
(312) 440-7915
Contact: Lee Young

ANGERSBACH INTERNATIONAL TOURS, INC.
170 Main St.
Manasquan, NJ 08736
(800) 526-2358
(800) 624-3855 (in NJ)
Contact: G. Angersbach

NESRA members receive a 10 percent discount (wholesale price) on tours to "Ski the Alps" (December through March) and Germany/Austria/Switzerland tours (May through October) each year. Special travel packages can be tailor made for groups.

BERMUDA STAR LINE
1086 Teaneck Rd.
Teaneck, NJ 07666
(800) 223-3223
Contact: Andy Sama

The Bahama Star Line offers cruises from New York to Bermuda and Canada, and from New Orleans and Tampa to Mexico, aboard the SS Bermuda Star and the SS Veracruz. Substantial NESRA member discounts are available on cruise-only and air/sea package tours.

BERMUDA TRAVEL PLANNERS, LTD.
420 Lexington Ave.
New York, NY 10170
(800) 323-2020
(212) 867-2718 (in NY)
Contact: Robert Delorenz

As tour operators, Bermuda Travel Planners offers NESRA member employees individual vacation travel to Bermuda at group rates. Discounts of 10–15 percent are available to NESRA members at 25 hotels and two cruise lines sailing to Bermuda and the Caribbean.

CIRCLE LINE SIGHTSEEING YACHTS, INC.
West End of 42nd St.
New York, NY 10036-1095
(212) 563-3200
Contact: Erik L. Roede

Enjoy a Circle Line cruise around Manhattan or a Dayline cruise up the Hudson River. Boat charters. The company customizes any tours into New York upon request. Various weekend packages and daytrips are offered which include all transportation, accommodations, meals at N.Y.'s restaurants, full sightseeing programs, evening entertainment and a group guide.

CONNECTION AMERICA
975 West Peachtree St.
Atlanta, GA 30309
(404) 881-1283
Contact: Kris Sieradzki

Connections is a sales and marketing firm dedicated to offering quality hotel accommodations at substantially discounted rates. The deluxe suite properties are all located in major vacation destinations.

JACK McCORMACK & CO., INC.
160 Central Park South
New York, NY 10019
(800) 247-1166
Contact: Laura LaScala or John Kopec

Offers 20–30 percent discounts off major hotels/resorts. Poconos: Mount Airy, Buck Hill Inn, Penn Hills, Penn Estates. Atlantic City: Sands Hotel/Casino. NYC: Essex House, new Marriott Marquis. More savings—Caribbean hotel/air, cruises, skiing. Incredible group rates available. Free flyers.

KLM ROYAL DUTCH AIRLINES
225 North Michigan Ave., Suite 324
Chicago, IL 60601
(312) 861-9292, x220
Contact: Barbara Hartnack

KLM Royal Dutch Airlines flies to Amsterdam from five convenient gateways—New York, Chicago, Atlanta, Houston and Los Angeles. KLM prides itself on quality and provides exceptional tour programs.

ROYAL CRUISE LINE
One Maritime Plaza
San Francisco, CA 94111
(800) 227-5628
(800) 622-0538 (in CA)
(714) 641-7106
Contact: Chuck Ragle

SABENA BELGIAN WORLD AIRLINES
125 Community Dr.
Great Neck, NY 11021
(516) 466-6100
Contact: Finn Ryssdal

Sabena provides air transportation worldwide with departures from five U.S. gateways and one Canadian gateway: Atlanta, Boston, Detroit, Chicago, New York and Montreal. Starting April 1, 1987, Sabena will also operate from Toronto, Canada.

SOUTH FLORIDA CRUISES, INC.
2005 Cypress Creek Rd., Suite 207
Ft. Lauderdale, FL 33309
(800) 327-SHIP
(305) 493-6300
Contact: Midge Mills

South Florida Cruises, the nation's leading cruise clearinghouse, offers cruises to the Caribbean, Alaska and all other ports of call at great savings. Cruises can be booked two weeks to 14 months in advance. South Florida Cruises is bonded by CLIA and ARTA and is a member of BBB and Chamber of Commerce.

SWISSAIR TRANSPORT
608 Fifth Ave.
New York, NY 10020
(212) 484-0621
Contact: C. Thomas Macari

Swissair offers recreational, health and fitness tours for active and retired NESRA members. Common departure dates with member companies with similar interests can be arranged. With your travel agent Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

TRAVERSE CO.
300 Putnam Hill Rd.
Sutton, MA 01527
(800) 321-3456
(617) 865-6121 (in MA)
Contact: Bill Perry

The Traverse Co. can provide complete group ski vacations (21 people minimum) that are fun and easy to arrange. Destinations: Rockies, Killington, Mount Snow, Sugarbush, Quebec City and more in Vermont, New Hampshire and Canada.

VACATION CENTERS INC.
231 Highway 35
Eatontown, NJ 07724
(201) 389-3979
Contact: R.O. Day

Vacation Centers offers employee family travel programs, with condo accommodations. Complete vacation programs are available for destinations in Europe, U.S., Caribbean and Canada.

VANTAGE TRAVEL
210 Boylston St.
Chestnut Hill, MA 02167
(617) 969-4500
Contact: Hank Lewis

TRAVEL INFORMATION/ VISITOR BUREAUS

AMERICAN BROCHURE DISTRIBUTING COMPANY
Riverview Rd.
P.O. Box 737
Lenox, MA 01240
(413) 637-1390
Contact: Barry Hollister, Dan McKay

American Brochure Distributing Company offers vacation and recreation brochure centers as a free benefit for your employees. Brochures provided include airlines, resorts, ski areas, cultural attractions, theme parks, related services plus other travel/recreation publications.

DESERT RESORT COMMUNITIES CONVENTION & VISITORS BUREAU
74-284 Highway 111
Palm Desert, CA 92260
(619) 568-1886
Contact: Rolfe R. Shellenberger

The Bureau represents a selection of hotels ranging from very economical to top luxury, plus many attractions, recreational establishments and tourist related businesses in the California Desert, in and near Palm Springs. Discounts for NESRA members range from 10 to 30 percent off seasonal rack rates.

LAS VEGAS CONVENTION & VISITORS AUTHORITY
3150 Paradise Rd.
Las Vegas, NV 89109
(702) 733-2205
Contact: Bill Reid

Las Vegas has top name entertainment, beautiful hotel rooms at bargain prices, world champion sporting events, and a wonderful climate for both indoor and outdoor sports.

MINNEAPOLIS CONVENTION & VISITORS COMMISSION
15 South 5th St.
Minneapolis, MN 55402
(612) 348-4313
Contact: Barbara Scholle

The Minneapolis Convention & Visitors Commission is a full-service organization for conventions and visitors coming to the "City of Lakes." It provides brochures, photographs and other materials for people interested in coming to or promoting Minneapolis. For more information contact the Tourism Department of the Commission.

NEW YORK CONVENTION & VISITORS BUREAU
Two Columbus Circle
New York, NY 10019
(212) 397-8200
Contact: Charles Gillett

NORTH BAY TOURIST— CONVENTION DEPARTMENT
City Hall-200 McIntyre St.
North Bay, Ontario P1B 8H8
(705) 474-0400
Contact: Ross Kenzie

North Bay is a city of over 50,000 people that offers a four-season vacation opportunity (fishing, hunting, skiing, all water sports) and small (up to 300 delegates) meeting facilities. NESRA members are invited to visit the city between the lakes in the heart of Ontario.

ORLANDO/ORANGE COUNTY CONVENTION & VISITORS BUREAU
7680 Republic Dr.
Orlando, FL 32819
(305) 345-8882
Contact: Paul Steiner

This full-service convention and visitors bureau represents attractions, hotels, transportation companies and other tourism related businesses throughout central Florida. Write or call for free visitor information including our free official visitors guide, 95 pages of exciting vacation information.

QUEBEC MINISTRY OF TOURISM
800 Square Victoria, Bureau 260
Montreal, Quebec H4Z 1C3
(514) 873-7977
Contact: Andre Dansereau

In close cooperation with the suppliers of vacation activities in the Province of Quebec, the Ministry of Tourism offers NESRA members opportunities to learn more about Quebec's products and facilities.

SCOTTSDALE CHAMBER OF COMMERCE
7333 Scottsdale Mall
Scottsdale, AZ 85251
(602) 945-8481
Contact: Rachel R. Sacco

The Scottsdale Chamber of Commerce provides visitors with information on accommodations, attractions, events, short-term rentals, relocation, golf courses and maps, as well as infor-

mation on planning meetings, group functions, and servicing of groups by providing brochures, slides, photos and registration assistance. Call for details.

SOUTHERN ALLEGHENIES PLANNING & DEVELOPMENT COMMISSION
1506 11th Ave.
Altoona, PA 16601
(800) 458-3433 (east of MS)
(800) 252-3595 (in PA)
(814) 946-1641
Contact: Jim White

The Southern Alleghenies Planning & Development Commission is a non-profit agency working for the economic growth in a six-county region in southwestern and south central Pennsylvania. It offers complete tour planning for groups as well as meeting and convention planning free of charge.

SPIRIT WHITEWATER RIVER TRIPS
1001 Rose Ave.
Penngrove, CA 94951
(707) 795-7305
Contact: John Munger

A few hours drive from Los Angeles flows the mighty Kings River. With over 40 action-packed rapids, the Kings offers an exciting intermediate rafting experience. (But novices are always welcome.) Special NESRA member discount: additional 20 percent off midweek trips.

TRAVEL INDUSTRY ASSOCIATION OF AMERICA
1899 L St., N.W., #600
Washington, D.C. 20036
(202) 293-1433
Contact: William Toohey

NESRA

Joe Connolly saved a co-worker from choking. Could you?



Loren Willet was having lunch with some fellow employees in the company cafeteria when suddenly he began choking on a piece of meat.

Fortunately, Joe Connolly realized what was wrong. Without hesitation, he began Red Cross first aid procedures for a choking victim, and the meat was expelled. Willet never lost consciousness and recovered immediately.

What if one of your employees spotted someone choking. Would he or she know what to do? Let Red Cross teach your employees the proper steps that should be performed immediately.

Call your local Red Cross chapter to arrange first aid, CPR or water safety instruction for your employees.

We'll Help. Will You?

American Red Cross

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NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

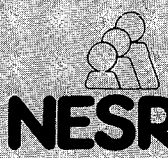
EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

The 1986

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The NESRA NETWORK

Associated Industrial Recreation Council/ Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-6001

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

Central Coast Industrial Recreation Council/ Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

Cleveland Employee Services Association/ Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Keith Isenberger—(303) 277-3050.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-1502.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Neil Smith—(602) 626-6292

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

League of Federal Recreation Associations/ Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Dan Bush—(713) 880-6627

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Holland—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/ Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

Toledo Industrial Recreation and Employee Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Dick Haggerty—(703) 750-4411.

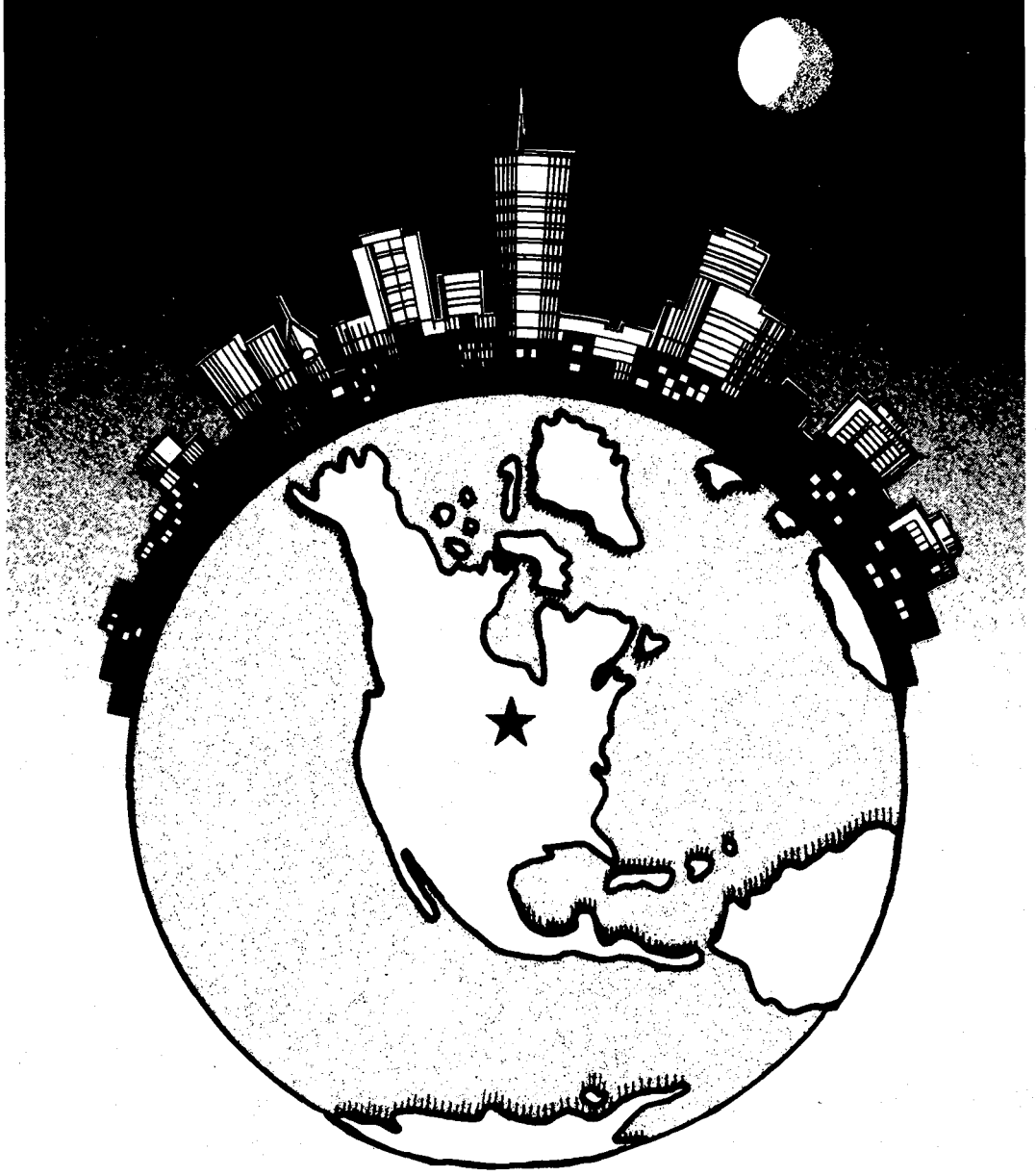
CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13–17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

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Program Growth Idea Folder

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Member Price—$10.00
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The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—$6.00

Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—$35.00
Non-Member Price—$40.00

An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—$25.00

Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

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Principles of Association Management

A basic guide for the recreation association administrator. Includes sections on motivating members and employees, marketing and promotional activities, and income and financial management. Published cooperatively by the American Society of Association Executives and the Chamber of Commerce of the United States. 437 pages.

Member Price—$21.00
Non-Member Price—$26.00

Standard Sports Areas

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

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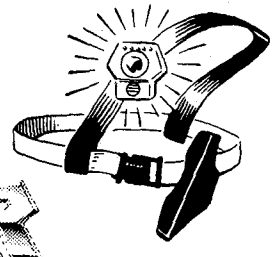


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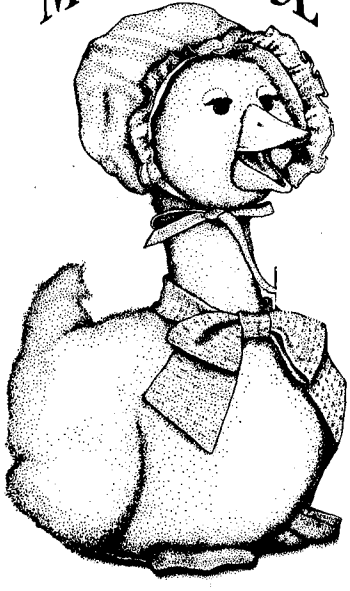
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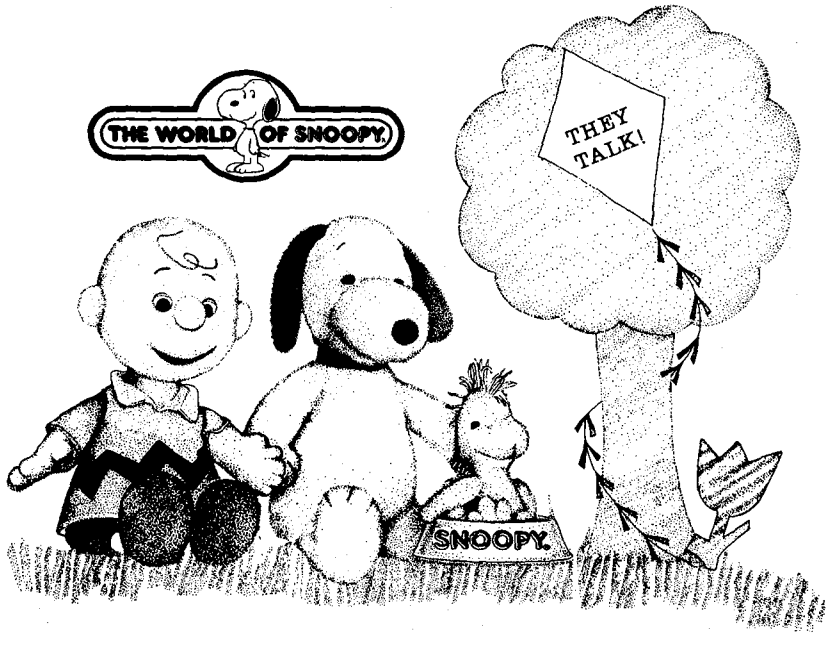


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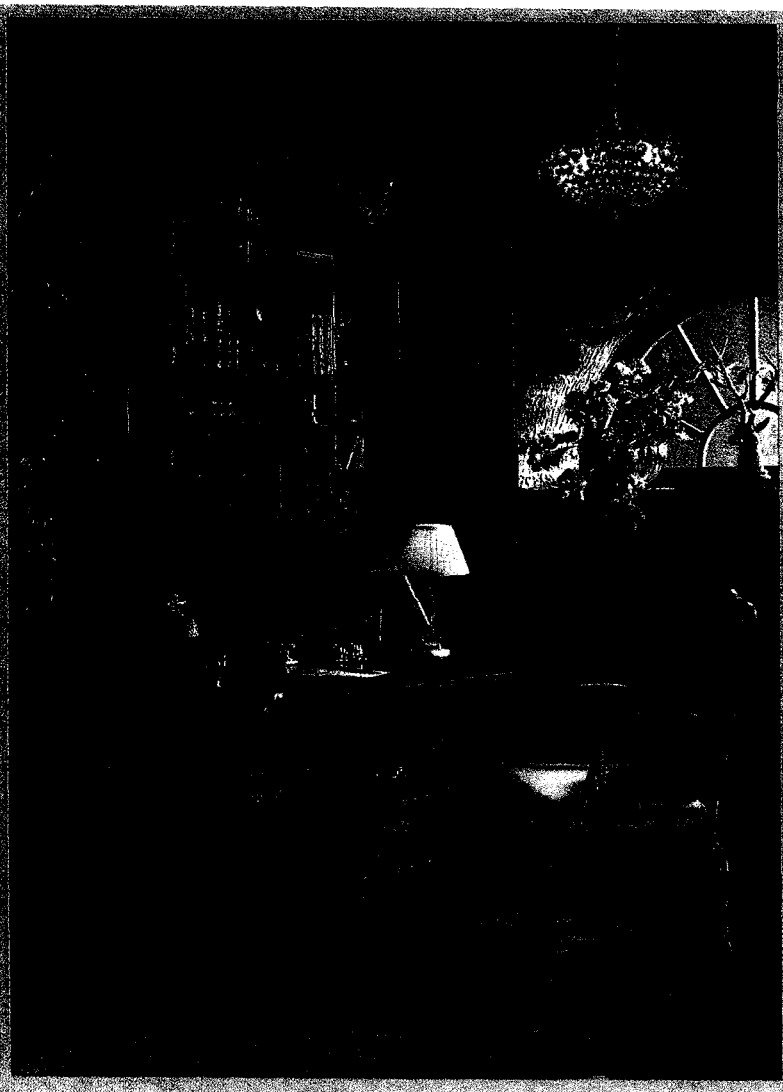


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